Affirmative Action in the New Brunswick Civil Service: A strategy for change

L'action positive dans la Fonction publique du Nouveau-Brunswick: pour une stratégie du changement

WOMEN'S DIRECTORATE
PROVINCE OF NEW BRUNSWICK

DIRECTION GÉNÉRALE DE LA CONDITION FÉMININE
PROVINCE DU NOUVEAU-BRUNSWICK

AFFIRMATIVE ACTION / EMPLOYMENT EQUITY
IN THE NEW BRUNSWICK CIVIL SERVICE:
A STRATEGY FOR CHANGE

WOMEN'S DIRECTORATE

PROVINCE OF NEW BRUNSWICK

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EXECUTIVE SUMMARY

Purpose

The Government of New Brunswick has endorsed Affirmative Action as a means of accelerating the rate of change in the occupational status of women in the Civil Service and eliminating barriers to women's advancement.

In order to develop a corporate strategy and plan for Affirmative Action in Part One of the New Brunswick Public Service, the Women's Directorate undertook a background study of the occupational status of women and men in the Civil Service. The objectives of this study were:

- To determine the current status of women in Part One of the New Brunswick Public Service, to serve as a baseline against which progress may be measured;
- To review human resource policies and practices;
- To review previous strategies developed to address the issue of improving the occupational status of women in the Civil Service;
- To examine perceived barriers that may have been encountered by women;
- To recommend an appropriate implementation strategy and plan for Affirmative Action.

Methodology

The methodology for this study included:

- collection and review of statistics documenting the occupational status of men and women in Part One of the New Brunswick Public Service as of December 31, 1984;

- collection and review of statistics on hiring and promotion in Part One of the New Brunswick Public Service in 1984;

- a review of selected human resources policies;

- a review of some Equal Employment Opportunity initiatives;

- interviews with a number of senior women and Equal Employment Opportunity Coordinators.

For the purposes of the Affirmative Action Program, Part One of the Public Service, also called the Civil Service, has been defined as those Departments and Agencies which have more than twenty employees and are enumerated in Regulation 84-208 under the Civil Service Act, S.N.B. 1984, c. C-5.1, the Designation of Certain Portions of the Civil Service Regulation - Civil Service Act. The following Departments, Commissions and Agencies fall within this definition of Part One of the Public Service for the purposes of the Affirmative Action Program: Alcoholism and Drug Dependency Commission; Cabinet Secretariat; New Brunswick Occupational Health and Safety Commission; Agriculture and Rural Development; Board of Management; Commerce and Development; Community

Colleges; Education; Environment; Finance; Fisheries; Health; Historical and Cultural Resources; Justice; Labour and Human Resources; Municipal Affairs; Natural Resources; Social Services; Supply and Services; Tourism; Transportation; Youth and Recreation and Office of the Comptroller.

A number of Departments have been restructured and renamed. As Regulation 84-208 under the Civil Service Act has not been amended to reflect these changes, references are to the titles set out in the existing Regulation 84-208.

Highlights

Work Force Analysis

Analysis indicated that 65.5% of all women in the Civil Service were employed in traditionally and predominantly female classifications. Only 5.1% of female civil servants worked in non-traditional positions. When men and women were employed in the same classification, women tended to be concentrated at the lower levels. Similarly when men and women were employed at the same level, women tended to be concentrated in the lower salary ranges.

Traditionally female classifications tended to be lower salaried than traditionally male classifications. This was reflected by a substantial earnings gap between men and women throughout the Civil Service. Factors such as age and governmental experience were examined in an attempt to explain the current representation of women and men at particular classification levels and salaries. These factors accounted for some of the differences.

Over the past four years, 1980 to 1984, there has been little change in the occupational status of women and men. Women's representation in lower-salaried, traditionally female jobs increased, while their representation in traditionally male jobs decreased.

This picture is unlikely to change unless a more equitable representation and distribution of women is encouraged in all occupational categories and at all levels of the Civil Service.

Job Competition Analysis

Women were hired in relatively high proportions in job competitions for traditionally female positions and were relatively successful in competing for a limited number of administrative classifications. In competitions for positions in non-traditional and predominantly male classifications, women were appointed in disproportionately low numbers compared to the number of female applicants. Overall, the number of female applicants for technical and skilled trades was low.

The hiring freeze on open competitions has limited entry opportunities for women in classifications where they presently have no or low representation.

Employment Policies

Employment policies and practices must reflect the needs and values of society - that children are fundamental to the well-being of our society and that labour force equality for women is fundamental to our way of life. The analysis of employment polices is one of the components of Affirmative Action.

Recommendations relating to selected employment policies were directed towards ensuring that female employees can continue and advance in their careers.

Interviews With Equal Employment Opportunity Coordinators and Senior Women

The views of Equal Employment Opportunity Coordinators and senior women assisted in identifying perceived barriers placed on women by employment policies and practices and possible initiatives for the implementation of Affirmative Action. The comments of those interviewed indicated a need for better methods of improving awareness and understanding of Affirmative Action.

Strategy for Affirmative Action

The Government of New Brunswick is committed to labour force equality for women and has introduced Affirmative Action as a strategy to improve the occupational status of women in Part One of the Public Service.

The overall Government strategy which has been recommended for the implementation of Affirmative Action is:

- Objectives For Affirmative Action

  -the elimination of barriers to women's advancement in Part One of the Public Service.

  -the achievement of a more equitable representation of women in all occupational categories and at all levels.

  -the acceleration of the rate of improvement of women's employment status.

- Guidelines For The Implementation of the Affirmative Action Policy

  -the Women's Directorate develop policy recommendations, including implementation guidelines and a model action plan with respect to Affirmative Action in Part One of the Public Service.

  -the Women's Directorate prepare an annual report on the status of women in Part One of the Public Service to be tabled in the Legislature by the Minister Responsible for the Status of Women.

  -the Women's Directorate provide resource assistance and expertise in the general area of Affirmative Action.

  -the Women's Directorate monitor the implementation of Affirmative Action policy and programs including reviewing human resource policies, reviewing and recommending approval or rejection of Departmental Action Plans, and analysis of Government wide and Departmental employment data.

-the Board of Management be responsible for the overall implementation of Affirmative Action, compiling and approving annual Departmental Action Plans, reviewing human resource policies and practices, and maintaining and developing human resource information and employment data which meets the monitoring and reporting requirements of the Women's Directorate.

-each Department develop a specific annual Departmental plan of action which includes result-based goals and initiatives suited to its unique situation and circumstances and in a format consistent with implementation guidelines, for submission to the Women's Directorate and Board of Management.

-Deputy Heads be responsible for implementation of Affirmative Action and accountable for results in their respective Departments, Commissions and Agencies.

-Departments prepare and file annual progress reports consistent with implementation guidelines, on specific results associated with Affirmative Action objectives and Departmental Action Plans, for submission to the Women's Directorate and Board of Management.

-Departments review Departmental human resources policies and practices to ensure their compatibility with Affirmative Action.

Conclusion

Affirmative Action is a method for taking positive steps to improve and accelerate the representation of women in all occupations and at all levels of the Civil Service.

In introducing Affirmative Action, the Government recognizes that it cannot expect more of other employers than it is willing to undertake as an employer. It is hoped that other employers will voluntarily follow the example of the Government.

The overall strategy for the implementation of Affirmative Action, as set out in this report, has been developed to promote a successful program. Affirmative Action is recognized as a strategy for change.

SUMMARY OF RECOMMENDATIONS

RECOMMENDATION (page 56)

That Affirmative Action be recognized as a result-based method to promote an increased representation of women in all underrepresented classifications and levels.

RECOMMENDATION (page 32)

That Affirmative Action be recognized as one of the appropriate methods to address the differentials in earnings between men and women in the Civil Service.

RECOMMENDATION (page 84)

That the objectives of the Government for the Affirmative Action Program be:

i) the elimination of barriers to women's advancement in Part One of the Public Service.

ii) the achievement of a more equitable representation of women in all occupational categories and at all levels of Part One of the Public Service.

iii) the acceleration of the rate of improvement of women's employment status.

RECOMMENDATION (page 84)

That the Affirmative Action Policy and Guidelines for Implementation developed by the Women's Directorate be approved and communicated to all relevant Deputy Heads under Part One of the Public Service by the Board of Management. (See Appendix F for Affirmative Action Policy and Guidelines).

RECOMMENDATION (page 85)

That the Women's Directorate be responsible for development of policy recommendations including implementation guidelines and a model action plan with respect to Affirmative Action in Part One of the Public Service, for monitoring the implementation of Affirmative Action, reviewing and recommending approval or rejection of Departmental Action Plans, and reporting on progress.

RECOMMENDATION (page 85)

That the Women's Directorate provide resource assistance and expertise in the general area of Affirmative Action.

RECOMMENDATION (page 85)

That the annual report on Affirmative Action prepared by the Women's Directorate be tabled in the Legislature by the Minister Responsible for the Status of Women.

RECOMMENDATION (page 85)

That the Board of Management be responsible for the overall implementation of Affirmative Action, compiling and approving annual Departmental Action Plans, reviewing human resource policies and practices, and maintaining and developing human resource information and employment data which meets the monitoring and reporting requirements of the Women's Directorate.

RECOMMENDATION (page 85)

That Departments, Commissions and Agencies in Part One of the Public Service prepare specific annual Action Plans with measurable goals for that Department, in a format consistent with implementation guidelines, for submission to the Women's Directorate and Board of Management. Increasing the representation of women in positions and classifications where they are underrepresented or absent is to be a component of each plan.

RECOMMENDATION (page 85)

That Departments file annual reports on results associated with Affirmative Action objectives, in a format consistent with implementation guidelines, for submission to the Women's Directorate and Board of Management.

RECOMMENDATION (page 85)

That Deputy Heads be responsible for implementation of the Affirmative Action Policy and accountable for results.

RECOMMENDATION (page 84)

That the existing Standing Committee on Women's Issues, chaired by the Women's Directorate, be designated the appropriate forum for facilitating and assisting in the implementation of Affirmative Action.

RECOMMENDATION (page 84)

That a Working Group composed of Departmental Affirmative Action representatives be established to facilitate the implementation of the Affirmative Action Program in their respective Departments.

RECOMMENDATION (page 85)

That Departments be responsible for reviewing Departmental human resources policies and practices to ensure their compatibility with Affirmative Action.

RECOMMENDATION (page 6)

That the Human Resource Information System (HRIS) be designed to accommodate the data needs of Affirmative Action through consultation between the Women's Directorate and the HRIS project team.

In the interim:

i) All relevant data for Affirmative Action pertaining to baseline statistics and employment transactions, e.g. hiring, transfer, promotion, reclassification and training, be provided by the appropriate central sources.

ii) Where data are not available from central sources, Departments be required to provide the Women's Directorate with the pertinent data.

iii) That Board of Management and Departments establish a definition of management and identify the positions and classifications which comprise junior, middle and senior management and communicate this to the Women's Directorate.

RECOMMENDATION (page 6)

That the Board of Management include a gender breakdown in compiling its human resource statistics and reports.

RECOMMENDATION (page 56)

That the findings of the audit of staffing and appointment practices conducted by the Civil Service Commission be communicated to the Women's Directorate.

RECOMMENDATION (page 56)

That Staffing Branch, Board of Management provide advice and assistance to Departments in regard to staffing questions related to Affirmative Action, consistent with Affirmative Action Policy and Implementation Guidelines.

RECOMMENDATION (page 56)

That the Employment Selection Workshop presently offered by Board of Management include a section on Affirmative Action.

RECOMMENDATION (page 56)

That women actively be encouraged to apply for competitions in underrepresented classifications and levels in order to expand the pool of interested and qualified women candidates.

RECOMMENDATION (page 86)

That in categories, classifications or levels where there are few or no women, a hiring exemption be extended to allow for an open (external) competition, in the hopes of attracting qualified female applicants.

RECOMMENDATION (page 86)

That workshops, awareness seminars and other efforts be undertaken to create a climate conducive to fulfilling Affirmative Action objectives and goals.

RECOMMENDATION (page 86)

That efforts be made to promote a greater understanding of women and work.

RECOMMENDATION (page 86)

That an Affirmative Action Awareness Fund, administered by the Women's Directorate, be established to encourage and facilitate the advancement of women in Part One of the Public Service and to heighten awareness to employment issues and concerns of women to promote labour force equality.

RECOMMENDATION (page 61)

That the Maternity Leave Policy permit pregnant employees, upon presentation of a doctor's certificate, to use accumulated sick-leave credits for pregnancy-related illnesses, consistent with the requirements of the general sick-leave policy.

RECOMMENDATION (page 61)

That the Leave Without Pay Policy (Category One) be amended to exclude employees on maternity leave with reference to the adjustment of the anniversary date for Leave Without Pay in excess of three months and that the Maternity Leave Policy be amended to indicate that employees taking maternity leave will retain their anniversary date.

RECOMMENDATION (page 63)

That the Video Display Terminal Policy ensure that a pregnant employee be reassigned during the term of her pregnancy, if she so requests. Departments shall be responsible for finding the employee reasonable alternative employment.

RECOMMENDATION (page 64)

That an employee who has elected to maintain superannuation for the duration of the maternity leave be permitted to either pay the employee's share of monthly superannuation payments during the leave or buy back pension contributions for the period of the leave of absence.

RECOMMENDATION (page 64)

That a specifically defined Adoption Leave Policy be developed.

RECOMMENDATION (page 62)

That a Paternity Leave Policy be developed to grant a father leave with pay of up to 3 days at or near the time of birth of a child or upon placement of a child for adoption.

RECOMMENDATION (Page 62)

(i) That Emergency Leave Policy be renamed Emergency and Family Responsibility Leave Policy.

(ii) That Emergency and Family Responsibility Leave be available to specifically permit employees to attend to the temporary care or needs of a child or other dependent member of the employee's family.

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PREFACE

I. Background

In March 1984, in the Speech from the Throne it was announced that the Government would adopt an Affirmative Action strategy within the Civil Service to improve the occupational status of women. The Women's Directorate was given the mandate to develop and implement this strategy.

The Women's Directorate, created in March 1984, and fully staffed in April 1985, has responsibility for policies and programs relative to the status of women. In respect of Affirmative Action, the Directorate is responsible for policy, overall strategy for coordination of efforts and for monitoring and evaluation.

The previous efforts undertaken to improve the occupational status of women in the Civil Service include the 1978 communication of the Premier to New Brunswick Government Departments outlining a policy on equal employment opportunity. Subsequently, an Equal Employment Opportunity Steering Committee was formed to make recommendations on the implementation of the equal employment opportunity policy. This was followed by the appointment of a full-time Coordinator in Treasury Board (now Board of Management) in 1981, and the dissemination of guidelines on implementation of the policy to Departments in 1982. Implementation in the Departments was uneven. There was limited corporate monitoring and evaluation.

II. Objectives

Prior to recommending a corporate strategy and plan, a background study was undertaken by the Women's Directorate, the results of which are reported herein. The objectives of this study were:

- To determine the current status of women in Part One of the New Brunswick Public Service to serve as a baseline against which progress may be measured;
- To review human resource policies and practices;
- To review previous strategies developed to address the issue of improving the occupational status of women in the Civil Service;
- To examine perceived barriers that may have been encountered by women;
- To recommend an appropriate implementation strategy and plan for Affirmative Action.

III. Methodology

The methodology for this study included:

- collection and review of statistics documenting the occupational status of men and women in Part One of the New Brunswick Public Service as of December 31, 1984;
- collection and review of statistics on hiring and promotion in Part One of the New Brunswick Public Service in 1984;

- a review of selected human resource policies;
- a review of some Equal Employment Opportunity initiatives;
- interviews with a number of senior women and Equal Employment Opportunity Coordinators.

IV. Report Organization

The report is organized under the following headings:

- Summary of Recommendations;
- The Occupational Status of Women and Men in Part One of the New Brunswick Public Service;
- An Analysis of Civil Service Job Competitions;
- A Review of Selected Employment Policies in the New Brunswick Civil Service;
- Employment Policies and Practices: The Views of Senior Women and Equal Employment Opportunity Coordinators;
- From Equal Employment Opportunity to Affirmative Action: Views of Equal Employment Opportunity Coordinators and Senior Women;
- A Strategy for Implementing Affirmative Action.

CHAPTER ONE

THE OCCUPATIONAL STATUS OF WOMEN AND MEN IN PART ONE OF THE NEW BRUNSWICK PUBLIC SERVICE

Section I

(i) Introduction

This report on the occupational status of women in Part One of the New Brunswick Public Service is based on the compilation and analysis of administrative data covering salaries, years of overall governmental and present departmental service, age, and the representation and distribution of women and men within and across occupational categories, groups and levels. These particular type of human resource data, commonly referred to as stock statistics, or representation data, provide a baseline against which future changes in occupational representation may be measured.

The analysis of the representation data of men and women within and across occupational categories and groups is facilitated by the use of benchmark percentages which are widely accepted as a reference criterion for determining whether women are overrepresented or underrepresented.

In order to determine whether one sex is overrepresented or dominates a particular occupational category, group or level, women or men must hold 80% or more of the positions.[1] This 80% benchmark is a realistic and flexible way to demonstrate occupational segregation or overrepresentation.

1 Other jurisdictions have chosen a 70% benchmark to measure occupational segregation. This gives a much broader interpretation of underrepresentation. Since the New Brunswick Civil Service is relatively small and many classifications have a low number of employees, the narrower 80% benchmark was chosen.

Furthermore, it provides a margin of 20% for differences of choice, random chance, variations in age, experience and education. However, if one gender holds less than 20% of the positions, they are said to be underrepresented.

In some occupational categories or groups, women are concentrated or clustered in particular classifications, although they do not dominate the classification. For example, women are concentrated in the Social Worker classification. They hold 55.4% of the positions in this classification. However, 76.4% of all women in the Rehabilitation and Therapy group are clustered in the Social Worker Classification.

When at least 30% of the employees in a particular category are female, or at least 30% are male, the occupational category is designated as having a more mixed gender composition, i.e. as being integrated.[2]

This is not to suggest that 30% representation is a criterion or objective for future representation levels. In some categories, gender concentration relates to availability. For example, to expect a 30% representation of women in Engineering or of men in Nursing may be far too high. In other groups, such as Administrative Services, 30% representation of women may be too low. Each classification must be assessed on the basis of a number of factors.

2 According to these definitions, in certain cases there may not be a clear distinction between segregation and integration. In such cases, consideration is given as to whether the category, group or level is closer to the 80% rule (segregated) or the 30% rule (integrated).

Section I

(ii) Methodology

The analyses of Part One of the Public Service permanent work force were based on data from a computerized system designed to meet specifications developed by the Women's Directorate and prepared by Data Processing Branch, Department of Supply and Services.

The following components were analyzed:[3]

- Government wide data to determine the overall representation of men and women, i.e., each genders' share of employment.
- Occupational categories to determine the representation and distribution of men and women.
- Occupational groups which comprise each category to reveal the representation and distribution of men and women.
- Classification levels which constitute the groups and occupational categories to determine the representation and distribution of men and women.
- Salary data to determine the relative earnings of men and women.
- Selected characteristics such as age and years of government service as possible explanatory factors of the current position of men and women in the Civil Service.

3 All employees in the Civil Service have job classifications and these classifications are usually not the same as a person's working title. Working titles are assigned by Departments and the same classification can have many different titles attached to it. A number of classifications are grouped together to form a designed group and a number of groups combine to form an occupational category.

Section I

(iii) Dates and Sources of Data

Much of these data were accessed by the Women's Directorate through the Comptroller's Office and taken from their Civil Service Master File covering the December 31, payroll runs for 1980, 1982 and 1984. It was also necessary to use Board of Management's Treasury Board Labour Relations Costing (T.L.R.C.) system.

The compilation of personnel data in this format is not without problems. The inclusion of certain classifications within a particular category is not always consistent. For example, Senior Management is included within the Administrative, Scientific and Professional and Out of Scope categories. For the purpose of this report, inconsistencies were corrected for the analysis of categories and groups only. Since reliable baseline data are essential for comparative purposes, this report makes a number of recommendations concerning data collection.

The data obtained provided the following information:

A. Male/female representation by occupational category

   i) government wide -- 1980, 1982, 1984
   ii) for each department -- 1984

B. Male/female representation by occupational category and selected characteristics

   i) government wide -- 1980, 1982, 1984
   ii) by department -- 1980, 1982, 1984

C. Male/female representation by classification, level and selected characteristics

   i) government wide for each separate occupational category -- 1984
   ii) for each department for each separate occupational category -- 1984

D. Male/female representation by salary range

   i) government wide -- 1980, 1982, 1984
   ii) by department --1984

E. Male/female representation in job classification by salary range*

   i) government wide -- 1984

F. Male/female distribution across occupational groups and levels
   i) government wide -- 1984
   ii) by department -- 1984

* Salary range includes the minimum salary ranges for each classification starting with the lowest minimum and going to the highest maximum.

It should be noted that some data were not available. In particular, there is a lack of information concerning education and training, previous work experience and attrition rates. With the development and implementation of a Human Resource Information System, the availability of more detailed data should be assured in the future.

There is also limited systematic information available on employment systems, such as training and development, promotion, transfer, reassignment, terminations, performance appraisal, reclassification and appointment without competition. Such information, commonly known as flow statistics, would be useful in pinpointing causative factors for current representation in the Civil Service work force.

RECOMMENDATION

That the Human Resource Information System (HRIS) be designed to accommodate the data needs of Affirmative Action through consultation between the Women's Directorate and the HRIS project team.

In the interim:

i) All relevant data for Affirmative Action pertaining to baseline statistics and employment transactions, e.g. hiring, transfer, promotion, reclassification and training, be provided by the appropriate central sources.

ii) Where data are not available from central sources, Departments be requested to provide the Women's Directorate with the pertinent data.

iii) That Board of Management and Departments establish a definition of management and identify the positions and classifications which comprise junior, middle and senior management and communicate this to the Women's Directorate.

RECOMMENDATION

That the Board of Management include a gender breakdown in compiling its human resource statistics and reports.

Section II.

(1) Work Force Analysis - Government Wide

In December 1984, women accounted for just over 37% of all civil servants, with 3,486 women holding full-time, permanent positions in Part One of the New Brunswick Public Service. The representation of women employees rose 1.4% from 35.8% in 1980, to 37.2% in 1984. This represents an increase from 1980 of 9.5% in the actual number of women employed in the Civil Service. (Table 1)

TABLE 1

PARTICIPATION RATE BY GENDER

YEAR	% MALE	% FEMALE	# MALE	# FEMALE
1984	62.8	37.2	5894	3486
1982	63.3	36.7	5902	3416
1980	64.2	35.8	5665	3156

Current work force data shows that gender segregation exists. Of all women in the Civil Service, 65.5% are found in traditionally female classifications. Almost 60% of all women work in the Administrative Support category. Only 5.1% of all women in the Civil Service are in "highly" non-traditional and predominantly male jobs such as Geologist, Veterinarian, Engineer, Storekeeper, and Labourer.

Overall, there has been very little change in the position or occupational status of women in the Civil Service over the past four years, 1980 to 1984. (See Appendix A for gender representation by

occupational category 1980, 1982, 1984). Women have been in the past, and continue to be concentrated in the Administrative Support category performing secretarial and clerical jobs. From 1980 to 1984, the representation of women in the Administrative Support category actually increased while the representation of men dropped.

The increased number of women employed in the Civil Service since 1980 is also noticeable in two other occupational categories, namely, Scientific and Professional and Administrative. The representation of women in the Scientific and Professional category rose from 32.3% in 1980 to 36.6% in 1984. However, women's increased representation was largely limited to increasing their numbers in traditionally female classifications and groups. Of all women working in the Scientific and Professional category, 93% hold jobs in only four of the twelve groups which comprise this category, such as Nursing, and Rehabilitation and Therapy. (See Appendix B for gender representation by group, 1984).

In the Administrative category, women's representation rose from 16.5% in 1980 to 22.2% in 1984. Women in this category are employed in only six, out of a possible sixty classifications. These classifications where women are employed include such positions as; Personnel Officer, Computer Program Analyst, Information Officer and Translator. Women continue to be underrepresented in the Senior Management classification.

In both the Scientific and Professional category and the Administrative category, women are concentrated at the lower levels of classifications such as Social Worker and Personnel Officer.

The Technical and Operational categories are predominately male categories and the representation of women has actually decreased since 1980.

In summary, women in the Civil Service have continually increased their numbers in the traditionally female category of Administrative Support while the representation of men declined. The representation of women in the traditionally male categories of Technical and Operational has decreased since 1980. The Scientific and Professional category and the Administrative category have increased the representation of women, largely within traditionally female groups and classifications, such as Nursing.

If this trend continues, it is likely that gender segregation in the Civil Service will become more pronounced. At the present time, 65.5% of all women employed in the Civil Service work in classifications which are predominantly female. Since these classifications are usually lower salaried than traditionally male classifications, the continuation of this trend will result in an ever widening salary gap between men and women. Increasing the number of women in the Civil Service will not alter this trend unless a more equitable representation and distribution of women across all occupational categories, groups and levels is encouraged.

The following section of this report will provide a closer examination of the Civil Service work force data, presenting a more detailed picture of the occupational status of men and women in the New Brunswick Civil Service.

Section II

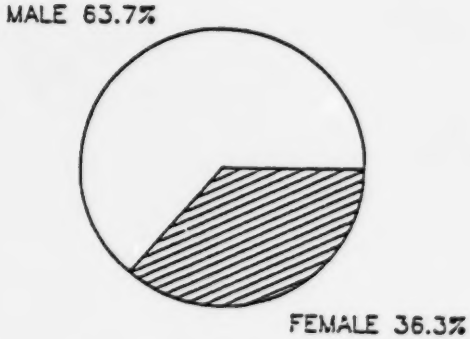
(ii) Male/Female Representation/Distribution by Occupational Category

Women are not represented throughout the Civil Service and at every level in proportion to their overall participation rate. In fact, the representation of men and women in each occupational category varies considerably. (Table 2)

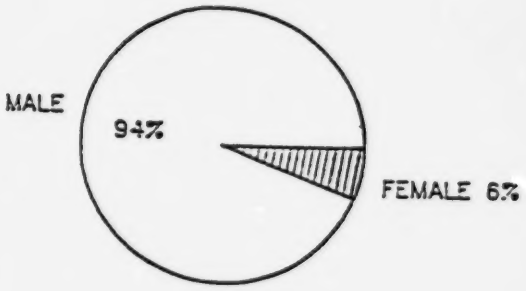
Analysis of the representation of men and women reveals the proportion of jobs in each category which are held by male or female employees. In the Scientific and Professional category, women hold 36.3% of the jobs. The Technical category is predominantly staffed by males since 94% of the employees are men and only 6% are women. The Administrative category is dominated by men while 22% of the positions are held by women. On the other hand, the Administrative Support category is overwhelmingly staffed by females with 83.6% of the jobs being held by women. The Operational category is a predominantly male category. Men account for 89.2% of the employees and women 10.8%.

TABLE 2

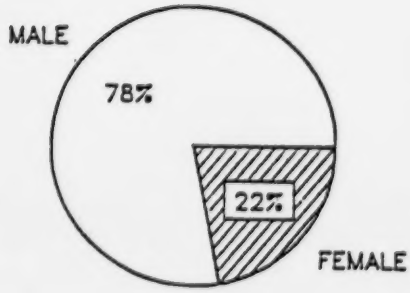
REPRESENTATION WITHIN EACH OCCUPATIONAL CATEGORY BY GENDER - GOVERNMENT WIDE 1984



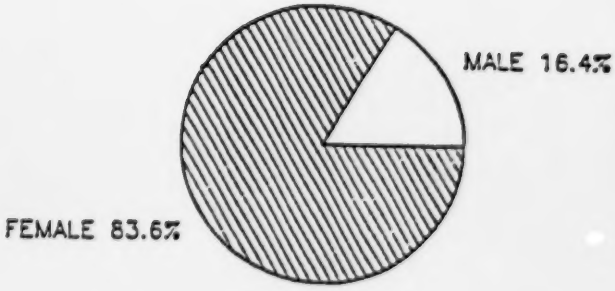
SCIENTIFIC AND PROFESSIONAL



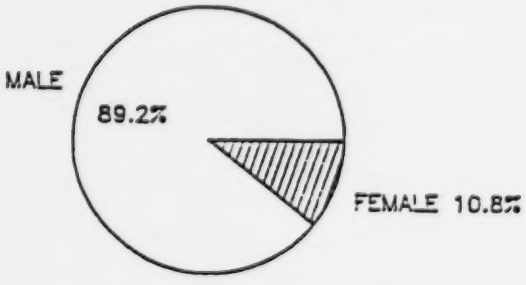
TECHNICAL



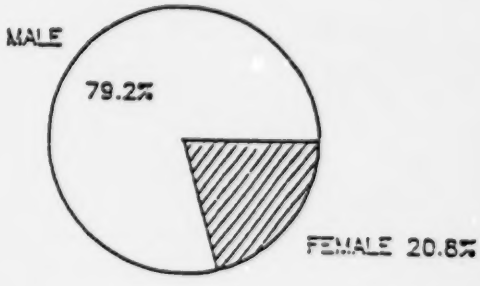
ADMINISTRATIVE



ADMINISTRATIVE SUPPORT



OPERATIONAL



OUT OF SCOPE

The distribution of all men and women in the Civil Service across occupational categories indicates how the gender proportions within the categories relate to the overall positioning of men and women. (Table 3)

TABLE 3

DISTRIBUTION ACROSS EACH OCCUPATIONAL CATEGORY
BY GENDER, GOVERNMENT WIDE 1984

OCCUPATIONAL CATEGORY	% OF ALL MALES	% OF ALL FEMALES
Scientific and Professional	24.3	23.7
Technical	14.4	1.6
Administrative	10.7	5.2
Administrative Support	8.3	59.4
Operational	37.4	7.7
Out of Scope	4.8	2.3
	100	100

As the data demonstrate, women are not distributed across each occupational category in relation to their overall participation rate. Of all women employed in the Civil Service, 59.4% work in Administrative Support.

Having provided a profile of the relative position of men and women, it is possible to examine the overall picture. Of all men in Part One of the New Brunswick Public Service, 67.3% work in occupational categories where 20% or fewer of the incumbents are women. In other words, 67.3% of all men in the Civil Service are employed in predominantly male occupational categories.

In summary, women comprise just over 37% of full-time permanent employees in the Civil Service. However, women are not represented or distributed within and across occupational categories in proportions which reflect their level of participation. Women predominate in categories which include traditionally female jobs, such as Administrative Support and are underrepresented in other categories, particularly those associated with management and non-traditional occupations such as the technical and skilled trades.

Section II

(iii) Male/Female Representation by Occupational Group

The representation and distribution of men and women is made more meaningful by the analysis of gender representation within the occupational groups which constitute the various categories.

a) Scientific and Professional Category

In the Scientific and Professional category, where female employees hold 36.3% of the positions, women are not represented or distributed evenly throughout the twelve groups which make up this category. (Table 4)

TABLE 4

REPRESENTATION WITHIN THE SCIENTIFIC AND PROFESSIONAL CATEGORY BY GROUP, BY GENDER, GOVERNMENT WIDE 1984

OCCUPATIONAL GROUP	# MEN	% MEN	# FEMALE	% FEMALE
Medicine & Dentistry	20	87.0	3	13.0
Nursing	1	.5	221	99.5
Field & Laboratory	52	89.7	6	10.3
Forestry	47	100.0	0	0.0
Planning & Resources	199	69.3	88	30.7
Education Instructional	427	73.4	155	26.6
Education Non-Instructional	106	78.5	29	21.5
Engineering & Architecture	131	98.5	2	1.5
Rehabilitation & Therapy	331	53.4	289	46.6
Recreation & Culture	25	83.3	5	16.7
Agriculture	74	85.1	13	14.9
Veterinarian	23	95.8	1	4.2
Summary	1436	63.7	812	36.3

The analysis of these data reveals that eight of the twelve groups are entirely or predominantly male. These eight groups include Medicine and Dentistry, Field and Laboratory, Forestry, Education Non-Instructional, Engineering and Architecture, Recreation and Culture, Agriculture and Veterinarian.

Women are concentrated in the four remaining groups, namely, Nursing, Planning and Resources, Education Instructional and Rehabilitation and Therapy. Indeed, 93% of the women in this category are concentrated in these four groups, compared to 66% of the men.

Of all the men in the Scientific and Professional category, 33% work in groups where 20% or fewer of the employees are women.

b) Technical Category

The Technical category is heavily populated by men. A breakdown of occupational groups demonstrates that the women in this category are underrepresented in all but the Laboratory and Medical group. (Table 5)

TABLE 5

REPRESENTATION WITHIN THE TECHNICAL CATEGORY
BY GROUP, BY GENDER, GOVERNMENT WIDE 1984

OCCUPATIONAL GROUP	# MEN	% MEN	# FEMALE	% FEMALE
Laboratory & Medical	6	35.3	11	64.7
Drafting & Graphic Arts	49	89.1	6	10.9
Engineering & Field	289	96.0	12	4.0
Resource Services	312	98.4	5	1.6
Technical Inspection	192	90.6	20	9.4
Summary	848	94.0	54	6.0

Analysis of the Technical category reveals that 99.2% of all men in the category are working in groups where 20% or fewer of the employees are women. Although women make up only 6% of the category overall, they hold 64.7% of the Laboratory and Medical positions.

c) Administrative Category

Unlike the other occupational categories, the Administrative category is made up of only one group, Administrative Services. For this reason, analysis of the position of women will be done in Section II (iv).

d) Administrative Support Category

This category is heavily staffed with women. The Highway Patrol group is predominantly male and the Office Data and Equipment Operation group is integrated. Overall, in this category, 96.2% of all the women work in groups where 20% or fewer of the job holders are men. (Table 6)

TABLE 6

REPRESENTATION WITHIN THE ADMINISTRATIVE SUPPORT CATEGORY
BY GROUP, BY GENDER, GOVERNMENT WIDE 1984

OCCUPATIONAL GROUP	# MEN	% MEN	# FEMALE	% FEMALE
Clerical & Regulatory	290	23.1	967	76.9
Highway Patrol	64	94.1	4	5.9
Secretarial	2	0.2	919	99.8
Office Data Processing & Duplicating Equipment Oper.	38	34.5	72	65.5
Court Stenographers	3	4.9	58	95.1
Summary	397	16.4	2020	83.6

e) Operational Category

Women hold 10.8% of all positions in this category and are largely found within two occupational groups, Institutional Services and Institutional Care which are more integrated in gender composition.

The majority of men work in General Labour and Trades/Supervisory which employs just over 1800 men and only 13 women. Analysis shows that 82.4% of all the men in this category work in groups which employ 20% or fewer women. (Table 7)

TABLE 7

REPRESENTATION WITHIN THE OPERATIONAL CATEGORY
BY GROUP, BY GENDER, GOVERNMENT WIDE 1984

OCCUPATIONAL GROUP	# MEN	% MEN	# FEMALE	% FEMALE
Institutional Services	109	62.3	66	37.7
Institutional Care	278	59.5	189	40.5
General Labour & Trades	1699	99.3	12	0.7
General Labour & Supervisory	120	99.2	1	0.8
Summary	2206	89.2	268	10.8

Section II

(iv) Representation/Distribution by Gender and Classification Level

Baseline data have been examined from overall work force representation to occupational categories and groups. The final level to be examined is the classification level. An overview of the analysis of the position of men and women in all classifications is provided.

A factor worth noting is that Board of Management has approved a limited number of classifications which are designated as "flexible", either within a specific Department or throughout the Civil Service. Employees who are hired into a flexible classification proceed from one level to the next on the basis of qualifications, equivalent experience and merit. Once an employee meets the qualifications for the next level he/she can be promoted without competition or reclassification. Of all

flexible classifications, 58% are for predominantly male positions and 30% for gender mixed classifications. Flexible classifications tend to be more prevalent in traditionally male classifications, providing an opportunity for more regular career development. (See Appendix C for a list of flexible classifications.)

Of all women employed in the Civil Service, 65.5% work in traditionally and predominantly female classifications. Within almost every occupational category there are classifications which are associated with traditionally male or female jobs and in which 80% or more of the incumbents are of one gender only.

For example, the Scientific and Professional category classifications, which are predominantly male, include Agriculturalist, Trade Instructor, Industrial Development Officer, Forester, Geologist, Wildlife Biologist, and Engineer. There are several classifications in which more than 80% of the employees are women. These include Home Economist, Dental Hygienist, Nutritionist, Language Training Instructor, and Nurse.

Men in the Administrative Support Category represent 16.4% of the employees. They dominate the regulatory positions such as Sheriff Coroner, Driver Examiner, Commercial Vehicle Enforcement Officer, and Vehicle Inspector. Other traditionally male classifications, include positions such as Data Processing Equipment Operator. Of all men in the Administrative Support category 50.6% work in classifications where fewer than 20% of their peers are women.

In the Administrative category women do not predominate in any classification. However, it has been found that 80% of women in this category are concentrated in six of the approximately sixty classifications, compared to 52% of the men. These six are Computer Program Analyst, Accounting Officer, Information Officer, Translator, Personnel Officer and Executive Officer.

Women in the Technical and Operational categories are underrepresented in the majority of classifications. In the Operational category, where fewer than 11% of all positions are held by women, there are several classifications which are held predominantly by women. These are Domestic Worker, Housekeeper, Sewing Machine Operator, Food Service Worker, Cafeteria Supervisor, Geriatric Attendant, Mental Retardation Counsellor, Occupational Therapy Assistant, Laboratory Assistant/ Attendant and Beautician. Of all the women working in the Operational category, 74.3% are employed in these traditionally female dominated classifications.

Women in the Technical category do not dominate any of the classifications. Women are employed in eleven of the possible thirty-eight classifications.

Finally, in most occupational categories there are cases where men and women work in parallel type classifications. Women dominate the Library Assistant classification and men dominate the Curatorial Assistant classification; women dominate as Data Entry Operators, men dominate as Data Processing Equipment Operators; women dominate as Commercial Instructors, men dominate as Trade Instructors; women dominate as Geriatric Attendants, and men dominate as Alcoholism Attendants. For the most part, those classifications which are dominated by women are lower salaried than traditionally male classifications.

A few selected classifications with a more mixed gender composition will be analyzed to demonstrate the relative position of men and women working together as peers. Two classifications in the Scientific and Professional category will be highlighted, as well as the six classifications in the Administrative category where women are employed.

a) Scientific and Professional Category

Research & Planning Officer (I to VI)

The Research and Planning Officer classification is found in the Planning and Resources group. Overall, women hold 44% of the positions in this classification. The representation and distribution of men and women is comparable at almost all levels. Men have a slightly higher distribution rate at level VI. Of all men in the classification, 10.3% are found at this level compared to 5.6% of the women. The salaries of men and women are nearly on par in all except two levels. At the Research and Planning Officer III level, there is a salary gap between men and women. A man and 4 women hold jobs classified at this level.

At the Research and Planning Officer V level, where there are 10 men and 10 women, the average annual salary of men is $2,498 a year higher than women's average salary. The median annual salary of men is $2,548 a year more. Presented below are the data relating to age and government experience of employees at this level. Women have lower average and median annual salaries but are older and have 2 years more experience than men at the same level.(Table 8)

TABLE 8

AGE & GOVERNMENT EXPERIENCE BY GENDER

FOR RESEARCH & PLANNING OFFICER V - 1984

	Average Age		Median Age	
	Male	Female	Male	Female
Res. Plan. Off. V	39	46	40	49
	Average Government Year		Average Depart. Year	
	Male	Female	Male	Female
Res. Plan. Off. V	9	11	9	11

Social Worker (I to V)

The Social Worker classification is found in the Rehabilitation and Therapy group. Women hold 55.3% of the positions in this classification. Women hold nearly 82% of jobs at the Social Worker I level, and these women account for 29% of all women in the classification compared to 8.5% of all men. The salaries of men and women are equivalent as are years of government experience, although women are, on average, 5 years younger than the men.

The number of positions held by women at the Social Worker III level is considerably lower. Men hold 73% of the positions for Social Worker III. Again, the salaries of men and women are on par. Women at this level are slightly older than the men but with 3 years less government experience, which might reflect an interrupted work history or employment outside of government.

At the Social Worker IV and V levels, 25% of the jobs are held by women and 75% by men. This represents only 2% of all women in the classification and 8% of all men. Women at these levels are a few years younger than men and have less government experience.

b) Administrative Category

Women in the Administrative category tend to be concentrated in six particular classifications. In fact, 80% of all the women in this category are found in these classifications compared to 52% of the men.

Computer Program Analyst (I to VII)

Women make up 31% of this classification. However, 79% of all women are found at levels II to IV compared to 53% of all males. Salaries are on par.

Women are underrepresented at higher classification levels. Of all women in the classification, 21% are found at levels V to VII compared to 47% of all men. Women at these higher levels are older and have more government experience than the men. They also earn slightly higher salaries, except at level VII where the woman is older but has 8 years less government experience and earns less than the men.

Accounting Officer (I to III)

Women hold 22% of the positions in the classification. There are only 9 women in this classification and they all hold jobs at levels I and II. At level I men earn, on average, $3,000 a year more than women. Men at this level are approximately 10 years older than women and have 6 years more government experience.

Information Officer (I to IV)

Women hold 36.4% of the jobs in this classification. Of these women, 67% have positions at levels I and II, compared to 48% of all men. Male/female salaries seem to reflect age and government experience factors.

Translator (I to V)

Women constitute 51% of the employees in the Translator classification. In this classification, 78% of all women are working at levels I to III compared to 35% of the men. There are no women at level V and no men at level I. Men at level III earn approximately $3,000 a year more than women, however, they are about 4 years older than the women and have 6 years more government experience than women. At level IV, women earn approximately $1,800 a year less than men. Women at this level are slightly younger than men, but their years of government experience are the same.

Personnel Officer (I to V)

Women make up 45% of the employees in this classification. Women are concentrated at the lower levels with 91% of all women holding positions at levels I to III compared to 66% of the men. Salary differences appear to reflect the fact that women are younger and have less government experience.

Executive Officer (I to IV)

Women hold 20% of the jobs in this classification and 33% of the positions at level I. Women at level I account for 59% of all women in this classification. Twenty-nine percent (29%) of all men are found at this level. At level IV, men hold 81% of the positions. Males at this level are 7 years older and have 2 years more government experience than women.

Section II

(v) Male/Female Representation by Salary Range

Generally speaking, women earn substantially less than men. Fifty-five percent (55%) of all women in the Civil Service earn less than $20,000 annually, compared with 21% of the men. At the upper range, 32.9% of all men earn over $30,000 compared to only 10.5% of the females. (Table 9)

The majority of women in the Civil Service, 59.4%, are found in the Administrative Support category which includes several of the lowest paid groups and classifications in the Civil Service. Women in categories which employ men and women in more even proportions, such as Administrative and Scientific and Professional, are often concentrated

within certain lower salaried traditionally female groups. Moreover, women often earn less than men when they are found working in mixed groups. This occupational segregation and the differential salary ranges attached to occupational groups is reflected in the overall representation and distribution of men and women at various salary ranges. (Appendix B for differential salary ranges within groups.)

TABLE 9

MALE/FEMALE REPRESENTATION BY SALARY RANGE
GOVERNMENT WIDE 1984

Range	# Male	# Female	% Male	% Female	% All Male	% All Female
Up to $ 9,999	5	1	83.3	16.7	0.1	0.0
$10,000 - $14,999	10	150	6.3	93.8	0.2	4.3
$15,000 - $19,999	1250	1767	41.4	58.6	21.2	50.7
$20,000 - $24,999	1510	631	70.5	29.5	25.6	18.1
$25,000 - $29,999	1178	571	67.4	32.6	20.0	16.4
Subtotal	3953	3120	55.9	44.1	67.1	89.5
$30,000 - $34,999	773	223	77.6	22.4	13.1	6.4
$35,000 - $39,999	473	86	84.6	15.4	8.0	2.5
$40,000 - $44,999	342	41	89.3	10.7	5.8	1.2
$45,000 - $49,999	134	7	95.0	5.0	2.3	0.2
$50,000 - up	219	10	95.6	4.4	3.7	0.3
Subtotal	1941	367	84.1	15.9	32.9	10.5
Total	5894	3487	-	-	100.0	100.0

Section II

(vi) Male/Female Representation by Occupational Category and Salary

In 1980, women earned 73.4% of the average annual salary of men. (Table 10) By 1984, this percentage had increased to 77.6%. In fact, the average annual pay of women increased by 38%, compared to an increase of 30.5% for men. While these data may seem to suggest that women are making gains, this is not quite so evident when levels of earnings are considered. In 1980, the difference between male and female average annual earnings was $5,739. In 1984, this gap had widened to $6,310 despite the fact that women's salaries had increased at a higher rate than men's salaries.

TABLE 10

AVERAGE AND MEDIAN ANNUAL SALARY BY GENDER, GOVERNMENT WIDE

	AVERAGE ANNUAL SALARY[4]		MEDIAN ANNUAL SALARY[5]	
Year	$ Male	$ Female	$ Male	$ Female
1984	$ 28,193	$ 21,883	$ 45,749	$ 34,958
1982	$ 24,771	$ 19,354	$ 42,500	$ 37,415
1980	$ 21,594	$ 15,855	$ 35,241	$ 31,649

4 The average is obtained by adding several quantities together and dividing by the sum of the quantities to determine the intermediate or average quantity.

5 According to the computer method generated for this report, the median is obtained by adding the highest and lowest value and dividing this sum by two.

Turning to the median annual salary, women in 1980 earned 89.8% of men's salaries. (Table 10) By 1984, the ratio of women's earnings to men's decreased to 76.5%. In actual income levels, the earnings gap between male and female median annual pay went from $3,592 in 1980, to $10,791 in 1984. These median figures reflect the skew in distribution and indicate that, although average female salary went up relative to average male salary, this is likely because the average is being pulled up by a relatively small number of high earners.

The average and median annual salary of males and females, by occupational category, is presented in Table 11 (i) and (ii).

TABLE 11 (i)

AVERAGE ANNUAL SALARY WITHIN OCCUPATIONAL CATEGORIES BY GENDER, GOVERNMENT WIDE 1984

	AVERAGE ANNUAL SALARY		
Occupational Category	$ Male	$ Female	Ratio Female to Male
Scientific & Prof.	$34,841	$29,568	85%
Technical	$26,413	$24,488	93%
Administrative	$35,139	$30,275	86%
Administrative Support	$25,705	$18,358	85%
Operational	$20,724	$18,296	88%
Out of Scope	$46,944	$25,587	55%
Summary	$28,193	$21,883	78%

TABLE 11 (ii)

MEDIAN ANNUAL SALARY WITHIN OCCUPATIONAL CATEGORIES BY GENDER, GOVERNMENT WIDE 1984

Occupational Category	MEDIAN ANNUAL SALARY $ Male	$ Female	Ratio Female to Male
Scientific & Prof.	$42,640	$39,507	93%
Technical	$27,378	$24,181	88%
Administrative	$32,721	$37,869	116%
Administrative Support	$36,842	$31,616	86%
Operational	$25,034	$19,533	78%
Out of Scope	$45,749	$34,958	76%
Summary	$45,749	$34,958	76%

The analyses of the representation and distribution of men and women within and across occupational categories and groups indicate a high degree of occupational segregation of men and women which is reflected by and explains some of the differential earning levels. (See also Graphs A and B)

Section II

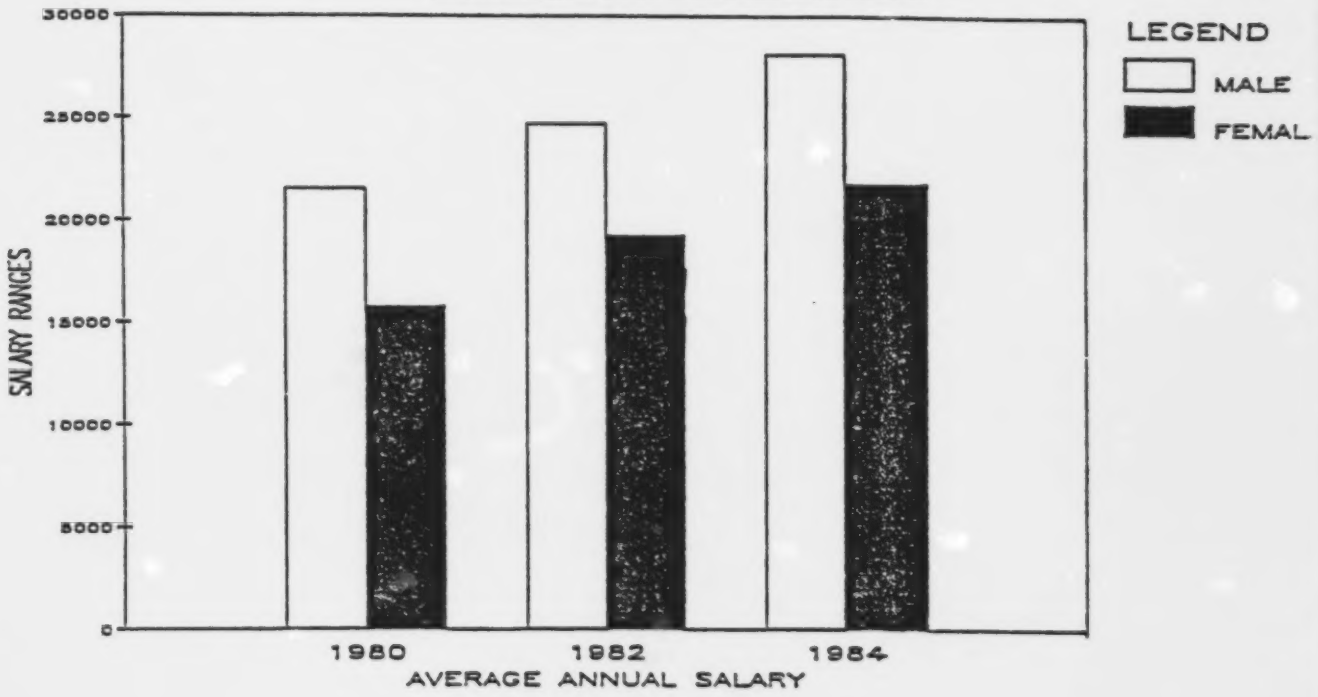
(vii) Age and Years of Service

The differential average and median annual salaries of men and women is compared to selected characteristics such as average and median age by gender and average and median years of government service by gender. (Table 12) Such an analysis attempts to explain salary differences between men and women working in the same classification.

GRAPH A

AVERAGE ANNUAL SALARY BY GENDER

GOVERNMENT WIDE 1980, 1982, 1984



GRAPH B

MEDIAN ANNUAL SALARY BY GENDER

GOVERNMENT WIDE 1980, 1982, 1984

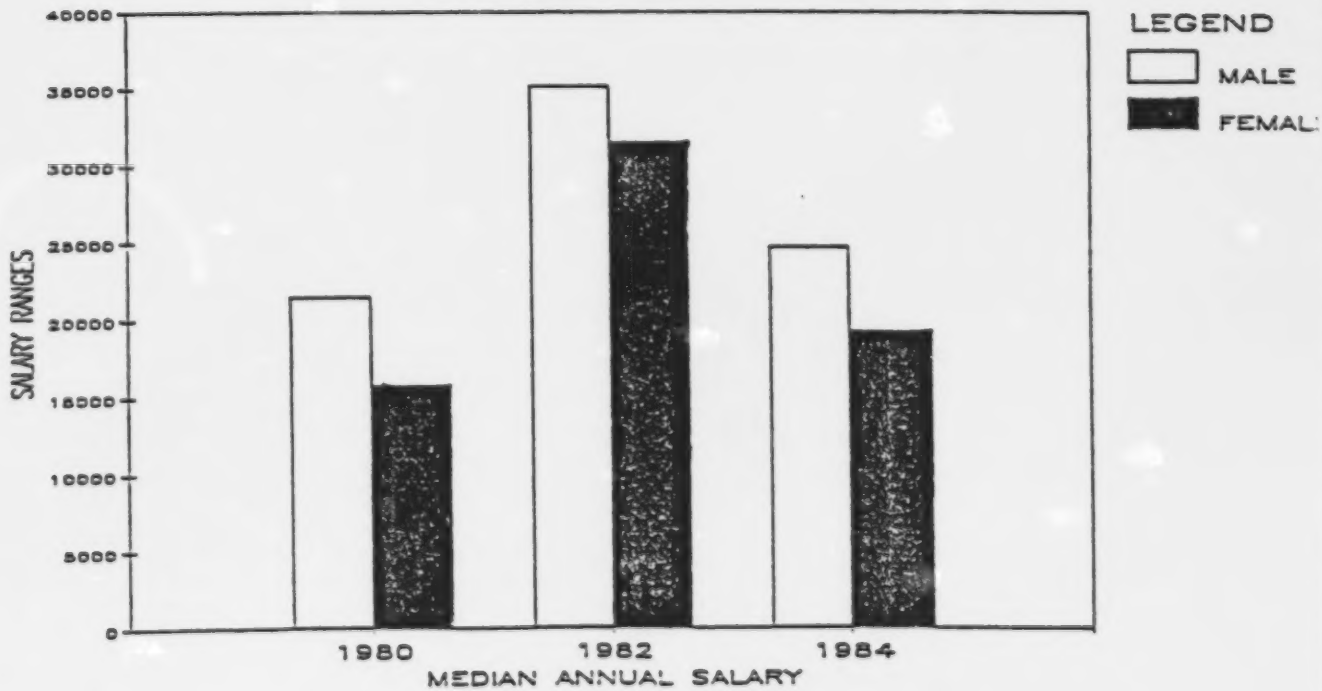


TABLE 12

AVERAGE/MEDIAN AGE AND AVERAGE/MEDIAN YEARS OF SERVICE
BY GENDER, GOVERNMENT WIDE 1984

Occupational Category	Average Age		Median Age		Average Yrs Service		Median Yrs* Service	
	Male	Female	Male	Female	Male	Female	Male	Female
Scien. & Prof.	40	36	44	41	9	7	21	17
Technical	40	34	44	41	12	7	23	9
Administrative	42	35	43	43	11	7	22	20
Admin. Support	41	35	44	42	9	8	19	22
Operational	45	40	45	43	10	8	22	18
Out of Scope	47	38	49	50	10	6	19	17
Summary	43	36	49	49	10	7	23	22

* Years of service were calculated by subtracting 1984 from the year of a person's starting date. Months of service were not calculated so anyone starting employment in 1984 had zero years of service.

In the Scientific and Professional category women earn 85% of the average annual salary of men. On average, women in this category are 4 years younger than men and have 2 years less service. The median annual salary of women is 93% of men's. In terms of median age, women are found to be one year younger than men and to have one year less service.

Although women are slightly younger than men and only slightly less experienced, the concentration of women in the four lowest salaried groups explains much of the overall salary gap between men and women in this category. (See Appendix B for average annual salaries within groups.)

The women who are employed in the Technical category earn 93% of the average annual salary of men and 88% of the median annual salary of men. As these figures indicate, women do extremely well relative to men in this category. The problem here is not the position of women in this category, although they do tend to be concentrated largely in Laboratory and Medical, but in the low representation or numbers of women found in the category. There are only 54 women out of a total of 902 employees.

In the Administrative category women earn 86% of the average annual salary of men and 116% of the median annual salary of men. Although men are several years older and have 4 more years service on average, the median ages of men and women are identical.

In general, analysis reveals that women are employed in the lower levels of classifications and very few women are found in the higher salaried positions in management, especially at the upper levels. Only 2% of Senior Management classifications are held by women. Due to limitations in the data, it was not possible to delineate a middle management category.[6]

6 Junior and middle management positions vary considerably from Department to Department. In some Departments a Research and Planning Officer IV may be a Director and considered junior management. In other Departments junior management will be assigned to a different classification or at a higher level.

Women in Administrative Support earn 85% of the average annual salary of men and 86% of the median annual salary of men. This earnings differential would appear to reflect the concentration of men and women among different groups. The classifications in the Administrative Support category are the lowest salaried positions in the Civil Service, with the exception of certain regulatory classifications which are dominated by men. Of all men employed in the Clerical and Regulatory group, 40.3% work in regulatory classifications where there are almost no women. As well, the Highway Patrol Group is 94.1% male and represents the highest paid group in the category.

Women in the Operational category earn 88% of the average annual salary of men and 78% of the median annual salary of men. Salary differences relate to the particular classifications which women tend to hold exclusively, such as Sewing Machine Operator and Occupational Therapy Assistant. Where women and men are found at the same level their salaries are on par.

In summary, it should be noted that the reasons for salary differences between men and women are complex. In general, some of the overall differences in average annual earnings have been related to the occupational segregation of men and women. Certain trends appear, however, which are difficult to explain. Women employed in male dominated classifications tend to make salaries on par with their male peers. Women working in more gender mixed groups and classifications tend to earn less than their male counterparts. In some cases, age and service variables seem to explain the differences in salaries, while in other cases, it is not apparent why women's average earnings are less than those of men. Traditionally female classifications are generally lower salaried than traditionally male classifications.

RECOMMENDATION

That Affirmative Action be recognized as one of the appropriate methods to address the differentials in earnings between men and women in the Civil Service.

Conclusion

There has been very little change in the position of women in the Civil Service over the past four years. Women are concentrated in the Administrative Support category and this trend is becoming more pronounced. In the Scientific and Professional category, women work predominantly in certain traditionally female groups which are lower paying than the male dominated groups. Even within more mixed gender groups, women tend to be found at the lower levels, such as in the Social Worker classification.

Women in the Administrative category are similarly found at the lower levels of particular classifications and are underrepresented at the higher salaried Senior Management classification.

Women in the Technical and Operational categories usually earn salaries comparable to men in the same group and level. However, the representation of women in these categories is extremely low and has decreased in the past four years. In the Operational category, over 74.3% of all women work in traditionally female classifications.

The static employment picture of men and women may be partially related to the overall freeze on open competitions, which has limited opportunities for advancement through expansion of the Civil Service. Nevertheless, present trends suggest that women in the Civil Service will continue to move into segregated fields and lower salaried positions. If this trend continues, in spite of increased numbers of women and increased earnings, the wage gap between men and women and occupational segregation will increase.

CHAPTER TWO

AN ANALYSIS OF CIVIL SERVICE JOB COMPETITIONS

Section I

(i) Introduction

Analysis of the Civil Service work force pinpoints a number of possible areas of adverse impact on women which require further investigation. For example, women are segregated within particular occupational categories. Even within gender integrated categories, women are generally found at the lower levels and in the lower salaried positions.

The examination of governmental employment systems, both policies and practices, is necessary to determine if, and how, these systems may contribute to the disadvantaged position of women.

Employment systems include all aspects of employment processes such as recruitment, hiring, promotion, transfer, job evaluation and performance appraisal, termination, training and development, wages and benefits. The application of these employment processes may range from formal to informal, or from highly subjective to relatively objective.

The analysis of employment practices produces a picture of the results of various employment transactions in terms of employee characteristics, in this case gender. These data are known as flow statistics and the method of analysis is called flow analysis.

Section I

(ii) Dates and Sources of Data

Much of the data needed to conduct detailed flow analysis were unavailable. This indicates need for the collection and systematic recording of such information. Recommendations to this effect have been made in the previous chapter.

Data which were not available include the flow of employees through promotion, transfer, and reassignment systems. In addition, data on training and development were not available so it was impossible to analyze the impact of training policies on women. Such data would reveal whether women are facing barriers to training which would inhibit them from applying, being granted training, or receiving the same types of training as males.

Similarly, termination flow of employees was unavailable. These data provide information relating to the impact of seniority on terminations, the relation between termination patterns and occupational distribution of women and other information relating to the flow of people through the employment systems.

This information is vital as it demonstrates precisely at what points throughout the system women are experiencing problems. It also gives each department a focus for developing their Affirmative Action plans. For example, if women are not receiving training in accordance with the Training and Development Policy, an evaluation of departmental eligibility criteria may be in order.

Fortunately, data were available for job competition analysis. The data compiled and analyzed were available for the period April to December, 1984. These data include a breakdown by gender of all those who applied, were screened in, qualified and hired. Results of this hiring flow analysis follow.

Section II

(i) Job Competition Analysis: Methodology

The method used for analyzing applicant and hire data was based on a quantitative analysis of every competition, comparing the effect at each stage on women as compared to men.

First, the applicant pool was divided into the percentage of male and female applicants. Next, the percentage of males and females screened into the competition was set out. This process was also conducted at the qualifying and appointment level. All data presented in this chapter will reflect the percentage of male/female representation, however, raw numbers for all Tables can be found in Appendix D. (Tables D-13 to D-19)

Finally, competition data for each occupational category was analyzed to determine if there had been any adverse effect on women and to pinpoint at what stage in the competition process the adverse effect was occurring.

Adverse effect is deemed to have occurred when the success ratio of one gender is 80% or less than that of the other gender at any stage in the employment process. In other words, there is a 20% allowance built in for random chance, etc. When adverse effect is demonstrated, further investigation is warranted to determine if there is any direct or systemic discrimination.

Competitions were analyzed individually and within occupational categories and groups. Some of the results will be highlighted.

Section II

(ii) Proportion of Men and Women Appointed Government Wide

Overall, there were 519 positions filled in the nine month period, April to December, 1984. Of the 519 employees hired, 60% were men and 40% were women. In open competition, 275 positions were filled, 36% by female applicants and 64% by male applicants. The proportion of females appointed was slightly greater in in-service competition where 58% of the appointees were male and 42% were female. Table 13 indicates that women were appointed in slightly greater proportions than the number of women screened-in.

TABLE 13

PROPORTION OF WOMEN/MEN SCREENED-IN AND HIRED, GOVERNMENT WIDE - APRIL - DECEMBER, 1984

	SCREENED-IN		HIRED	
	% Male	% Female	% Male	% Female
Overall	62	38	60	40
In-Service	59	41	58	42
Open	65	35	64	36

See Appendix D, Table D-13

Although women were hired in proportion to the number of women screened-in, fewer women applicants than men were screened-in.

Since the work force analysis indicates that women are underrepresented in certain occupational categories and groups, it is important to determine whether the proportional success rate of women is greater or lesser in particular categories or groups.

Section II

(iii) Proportion of Men and Women Appointed by Occupational Category

Table 14 illustrates the relative success rate of female applicants in the five occupational categories. Women seem to have been relatively successful in the Scientific and Professional category, particularly in open competitions where they were appointed in a higher proportion (53%) than the number screened-in (50%).

TABLE 14

REPRESENTATION IN JOB COMPETITIONS BY OCCUPATIONAL CATEGORY
BY GENDER, GOVERNMENT WIDE - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
OCC. CAT.	% Male	% Female	% Male	% Female	% Male	% Female
Scien. & Prof.	55	45	52	48	53	47
In-Service	65	35	63	37	65	35
Open	50	50	46	54	47	53
Technical	96	4	96	4	100	0
In-Service	100	0	100	0	100	0
*Open	90	10	92	8	100	0
Administrative	81	19	80	20	71	29
In-Service	87	13	86	14	80	20
Open	73	27	70	30	53	47
Admin. Support	33	67	35	65	28	72
In-Service	16	84	13	87	11	89
*Open	42	58	45	55	57	43
Operational	93	7	90	10	94	6
In-Service	94	6	90	10	95	5
Open	93	7	90	10	94	6

* Indicates that the proportion of women appointed is lower than proportion of women at earlier stages. See Appendix D, Table D-14

In the Technical category, there were no female applicants for in-service competitions. This may reflect the fact that many of the job classifications in this category are non-traditional and male dominated and there are few women internally in a position to apply for these jobs. In open competitions in the Technical category there were 9 female applicants. The few women who did apply were screened-in and qualified in relatively high proportions, however, none were hired.

Many of the female applicants in the Administrative category were not screened-in. However, women did very well relative to men in this category if they were screened-in. Indeed, women were appointed in proportions considerably greater than the numbers screened-in, both in open and closed competitions.

Women were successfully employed in this category in the following classifications; Executive Officer, Treasury Officer, Personnel Officer and Translator.

Administrative Support in-service competitions were dominated by female applicants and women were hired in ratios proportional to their application rate. The statistics from open competitions at first seem to present an anomaly. Although women applied in greater proportions than men, the representation of women declined at both the screening-in and appointment stages. Women constituted 58% of those screened-in and only 43% of those hired. This is the result of competitions for Highway Patrol Officers, Driver Examiners and Deputy Sheriffs. These classifications are male dominated. This accounts for the overall picture where 57% of the successful open competition appointees were male, even though 34% of all applicants were men.

In the Operational category, relatively few women applied but the ones who did were screened-in and qualified in proportions that compare favorably to men. However, the proportion of women appointed, i.e., 6% in both in-service and open competitions, was less than their 10% representation at the qualifying level.

In summary, women's representational success in Civil Service competitions was greatest in the Scientific and Professional category, Administrative category and the Administrative Support (In-Service) category. A breakdown of occupational categories by group is necessary to determine the particular areas where women have or have not been successful.

Section II

(iv) Proportion of Men and Women Appointed by Group

a) Scientific and Professional Category

Overall, women were relatively successful in the Scientific and Professional category. Women represented 45% of the applicants screened-in and 47% of the appointees. However, closer analysis reveals that much of their success was the result of increasing their representation in traditionally female dominated groups within this category, e.g., Nursing.(Table 15)

TABLE 15

REPRESENTATION IN JOB COMPETITIONS BY GROUP, BY GENDER,
SCIENTIFIC & PROFESSIONAL - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
IN-SERVICE	% Male	% Female	% Male	% Female	% Male	% Female
Nursing	-	100	-	100	-	100
* Planning & Res.	47	53	47	53	56	44
* Educ. Instruc.	68	32	60	40	70	30
* Educ. Non-Inst.	83	17	86	14	100	0
Eng. & Archit.	98	2	97	3	92	8
Rehab. & The.	67	33	52	48	50	50
Rec. & Culture	100	-	100	-	100	-
Agriculture	-	100	-	100	-	100
OPEN						
Nursing	0	100	0	100	0	100
* Field & Labor.	69	31	80	20	100	0
Forestry	100	-	100	-	100	-
* Plan. & Res.	76	24	90	10	80	20
* Educ. Instruc.	67	33	61	39	70	30
* Educ. Non-Instr.	68	32	80	20	80	20
Eng. & Archit.	94	6	93	7	80	20
Rec. & Culture	50	50	33	67	0	100
Rehab & Therapy	20	80	15	85	14	86

* Indicates that the proportion of women appointed is lower than the proportion of women at earlier stages. See Appendix D, Table D-15.

Nursing Group

In open competition there were 8 positions filled by women. The one male applicant was screened-out. In in-service competition, 2 positions were filled by women. There were no male applicants.

Field & Laboratory Group

Open competitions were held in this predominantly male group for Environment Officers and a Wildlife Biologist. Women did well at the screening-in stage with the proportion of women screened-in (31%) being greater than the numbers who applied (24%). However, from screened-in to qualified this proportion dropped to 20%. There were no women appointed.

In other words, women applied for jobs in this group and were screened-in but at the interview stage very few women were selected for the qualifying list.

Forestry Group

There were no female applicants for the one position filled in this group.

Planning and Resources Group

In this group, 53% of the applicants for in-service competitions were women. They were screened-in and qualified in the same proportions. However, 44% of the appointees were women.

In open competitions a high proportion of the female applicants were screened-out. While those who were screened-in represented 24% of the candidates, 20% of the appointees were women.

It should be mentioned that the decrease in the proportion of women appointed, in comparison to the number of women successfully screened-in and qualified, was found in several classifications in this group. For example, in the Research and Planning Officer competitions, women were not appointed in proportions which reflect the number of women who qualified. Women made up 75% of those who qualified and 66% of those appointed.

Education Instructional Group

Women competing for in-service competitions in this group did well at the screening-in and qualifying stages. Indeed, 40% of the candidates who qualified were women. However, they did not do as well at the appointment stage, where 30% of the positions were filled by women.

Similarly, in open competitions, women represented 39% of those who qualified and 30% of those appointed.

Education Non-Instructional Group

In this traditionally male group, women represented 3 of 13 applicants for in-service competition. Two women were screened-in, although none were hired. Two positions were filled.

In open competitions, a representative proportion of women were screened-in, but this proportion decreased from screened-in to qualified. Of the 2 women who qualified, one was hired to fill one of the 5 openings.

Engineering & Architecture Group

Women were well represented at the appointment stage in comparison to applicants in both in-service and open competitions in this predominantly

male group. The number of female applicants was small, 7 women, and similarly the number of female appointees was low, 2 of the 17 appointments.

Rehabilitation & Therapy Group

In this group, women did well at all stages. Men were screened-in and qualified, however, in disproportionately low numbers. Although men accounted for 9 of the 43 appointments in this group overall, it should be noted that several of these men were appointed at top levels. For example, in in-service competition, women were appointed at the Social Worker I, II and III levels. At the Social Worker V and Social Work Administrator I level, there were no female applicants.

In open competitions, 24 women were appointed at the Social Worker I and II levels. At the Social Worker III level, men and women applied in almost equal numbers and a man was appointed.

Recreation & Culture Group

This is a male dominated group, and there were no female applicants for the single in-service competition. In open competitions, women were screened-in and qualified in greater proportions than men. One female was hired as a Recreation and Culture Program Officer. Of the jobs in this classification, 83.3% are held by men.

Agriculture Group

The only in-service competition in this predominantly male group filled by a woman was in one of the few traditionally female classifications, Home Economist.

b) Technical Category

Table 16 shows the proportional representation of women and men in competitions within the various groups of this occupational category.

TABLE 16

REPRESENTATION IN JOB COMPETITIONS BY GROUP, BY GENDER, TECHNICAL CATEGORY - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
IN-SERVICE	% Male	% Female	% Male	% Female	% Male	% Female
Drafting & Graphic Arts			No Female Applicants			
Eng. & Field			No Female Applicants			
Resource Ser.			No Female Applicants			
Technical Insp.			No Female Applicants			
OPEN						
* Drafting & Graphic Arts	94	6	92	8	100	0
Eng. & Field	100	-	100	-	100	-
* Resource Ser.	93	7	100	0	100	0
* Technical Insp.	80	20	75	25	100	0

* Indicates that the proportion of women appointed is lower than the proportion of women at earlier stages. See Appendix D, Table D-16.

Drafting & Graphic Arts Group

Women represented 4 of the 36 applicants for open competitions in this group. One woman was screened-in and qualified but was not appointed to either of the 2 positions filled.

Technical Inspection Group

Women represented 2 of the 26 applicants in this group and both women were screened-in. One woman qualified compared to 3 men, but was not appointed.

c) Administrative Category

Since the Administrative category is made up of only one group, a number of classifications are examined to determine the relative success of male and female applicants. Table 17 presents some selected classifications for analysis.

TABLE 17

REPRESENTATION IN JOB COMPETITIONS BY CLASSIFICATION, BY GENDER, ADMINISTRATIVE SERVICES - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
CLASSIFICATION	% Male	% Female	% Male	% Female	% Male	% Female
Executive Off.						
In-Service I-IV	92	8	88	12	75	25
*Open II & IV	85	15	87	13	100	0
Personnel Off.						
In-Service I-IV	56	44	40	60	33	67
*Open II	67	33	50	50	100	0
Translator						
In-Service IV & V	100	-	100	-	100	-
Open I-IV	39	61	6	100	0	100
Treasury Off.						
In-Service I & IV	67	33	40	60	0	100

* Indicates that the proportion of women appointed is lower than the proportion of women at earlier stages. See Appendix D, Table D-17.

In the Executive Officer competitions, in-service, women did well in appointments in proportion to the numbers screened-in. Women represented 2 of the 8 appointments and both were at level IV. Of all women in this predominantly male classification, 74.4% are found at levels I and II. In open competitions, women represented 15% of those screened-in and 13% of those who qualified. No women were hired.

In the in-service Personnel Officer competitions, women again were appointed in proportions greater than the numbers screened-in. Although both men and women are reasonably well represented in this classification, only 9% of all women are found at levels IV and V compared to 34% of all men. The 2 women were appointed at levels I and II and a man was appointed at level IV. One woman applied for the level IV job.

In an open competition for the only Personnel Officer position at level II, women qualified in larger proportions than the number screened-in. A man was appointed.

There were no female applicants for the in-service competitions for Translator IV and V. However, 3 women were appointed in open competition and one of these appointments was at level IV. At the present time, only 34% of the positions at levels IV or V are held by women compared to 66% held by men.

The 2 in-service competitions for Treasury Officer were both filled by women, even though females constituted 33% of those screened into the competitions. One woman was appointed at level IV. Women held 10.6% of the positions in this classification.

Overall, women did well in those administrative classifications in which they competed. Translator and Personnel Officer traditionally have a greater proportion of women than men, however, women are largely concentrated at the lower levels. One woman was appointed to Translator IV level. The Executive Officer and Treasury Officer classifications are male dominated with women overrepresented at the lower levels. Women did well in terms of the proportion of appointments, and 3 of these appointments were at level IV.

d) Administrative Support Category

Table 18 indicates the relative success rate of males and females in competitions within groups found in the Administrative Support category.

TABLE 18

REPRESENTATION IN JOB COMPETITIONS BY GROUP, BY GENDER, ADMINISTRATIVE SUPPORT - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
IN-SERVICE	% Male	% Female	% Male	% Female	% Male	% Female
Clerical & Regulatory	35	65	29	71	28	72
Secretarial	1	99	0	100	0	100
* Data Processing & Duplicating Equipment Oper.	42	58	60	40	50	50
OPEN						
* Clerical & Regulatory	70	30	79	21	82	18
Secretarial	3	97	2	98	0	100
Court Steno	5	95	0	100	0	100

* Indicates that the proportion of women appointed is lower than the proportion of women at earlier stages. See Appendix D, Table D-18.

Clerical & Regulatory Group

In respect of in-service competitions, women were appointed in proportions greater than the proportion of female applicants. However, in open competition they were not represented in appointments (18%), in the same proportion as the number screened-in (30%).

The unusually high representation of male appointments in this group is due to the numerous competitions for Highway Patrol Officer, Driver Examiner, and Deputy Sheriff. These classifications are traditionally dominated by men.

Secretarial Group

Women continued to dominate this group. Overall, of the 924 applicants, 17 were men. No men were appointed.

Data Processing & Duplicating Equipment Operation Group

Women represented 67% of all applicants for competitions in this group. Of those screened-in, 58% were women and 40% of those who qualified were women. The 2 positions were filled by one man and one woman.

Court Stenographer Group

Men represented 3 of the 72 applicants for 2 positions. None qualified.

e) Operational Category

Table 19 presents the proportion of men and women in job competitions within groups which comprise the Operational category.

TABLE 19

REPRESENTATION IN JOB COMPETITIONS BY GROUP, BY GENDER, OPERATIONAL CATEGORY - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
IN-SERVICE	% Male	% Female	% Male	% Female	% Male	% Female
* Instit. Services	40	60	40	60	50	50
* Instit. Care	62	38	44	56	75	25
General labor & Trades	97	3	98	2	97	3
General labor & Trades Superv.	100	-	100	-	100	-
OPEN						
Institutional Services	86	14	88	12	75	25
* Instit. Care	73	27	61	39	90	10
General labor & Trades Superv.	99	1	99	1	100	0

* Indicates that the proportion of women appointed is lower than the proportion of women at earlier stages. See Appendix D, Table D-19.

Institutional Services Group

Women competing in in-service competitions in this group were appointed in lower proportions than the number of women screened-in and qualified. However, the numbers were small with only 5 applicants overall.

In open competition, where women represented 13% of the 540 applicants, they were appointed in proportions greater than those screened-in and qualified. In fact, 25% of the appointees were women.

Institutional Care Group

The number of women appointed in in-service competitions in this group was disproportionately low relative to the proportion of women who were screened-in and qualified. This was also true for open competitions.

General Labor and Trades Group

Out of 168 applicants, only 3 women applied for in-service competitions in this group and one woman was hired. In open competition women represented only 12 of 1197 applicants. Of these 12 females applicants, one woman was qualified but she was not hired.

Section III

(i) Adverse Effect

Table 20 presents an overview of the relative success rate of women in job competitions in all occupational categories and indicates where there has been an adverse effect on women.

TABLE 20

APPLICANT AND HIRE ADVERSE EFFECT RATIOS **

GOVERNMENT WIDE, APRIL - DECEMBER, 1984

COMPETITIONS BY OCCUPATIONAL CATEGORY	ADVERSE EFFECT RATIOS		
	SCREENED-IN	QUALIFIED	APPOINTED
Scientific & Professional			
In-Service	.84	1.08	.93
Open	1.66	1.17	.98
Technical			
In-Service	-	-	- ***
Open	1.10	1.16	- ***
Administrative			
In-Service	.53	1.11	1.50
Open	.87	1.14	2.02
Administrative Support			
In-Service	.83	1.28	1.16
Open	.71	.88	.61
Operational			
In-Service	1.10	1.46	.54
Open	.51	1.43	.55

** The first adverse effect ratio was calculated on the number of females screened-in over the number of female applicants. This was divided by the number of males screened-in over the number of male applicants. The same procedure was used from screened-in to qualified, and from qualified to appointed.

*** No female applicants or appointments.

As was noted earlier, adverse effect is indicated when the success rate of one gender is 80% or less than that of the other gender.

Although adverse effect is not indicated overall for job competitions in the Scientific and Professional category, the previous detailed analysis of competitions within the groups in this category indicates that women did not do as well in competitions in certain groups. Women in the following groups were not appointed in numbers representative of their higher proportions at earlier stages: Field and Laboratory; Planning and Resources; Education Instructional and Education Non-Instructional. In other words, women in competitions in these groups were disproportionately screened-out, or did not qualify and were not hired in proportions which would reflect the number of female applicants.

On the other hand, it is apparent that male applicants in traditionally female groups and classifications are similarly screened-in in disproportionately low numbers. For example, in Rehabilitation and Therapy competitions the number of men appointed was disproportionately low compared to their representation at earlier stages, however, several of these men were appointed at senior levels. Women in Technical category competitions were screened-in and qualified in greater proportions than the number who applied, although none were hired.

Generally speaking, women have had some success competing for positions at the higher levels in a few administrative competitions. Adverse effect on women is noted, however, for in-service competitions because of the high proportion of women applicants who were not screened-in.

In the Administrative Support category competitions, women dominated the Secretarial and Clerical applicants and men dominated the Regulatory and Highway Patrol competitions. The adverse effect which is indicated in open competition in this category is the result of numerous competitions for Highway Patrol Officer and Driver Examiner, which were filled predominantly by men.

In the Operational category competitions, adverse effect is particularly noticeable at the appointment stage. Previous analysis of competitions in each group in the Operational category revealed that women were appointed in disproportionately high ratios in the Institutional Services group which includes numerous traditionally female classifications. In other groups, which hold traditionally male positions, women were appointed in disproportionately low numbers relative to the proportion of women who qualified. Overall, the number of female applicants was low.

Although the proportion of women appointed was slightly greater for in-service competitions, in many cases, analysis reveals that there was less adverse effect on women competing in open competitions. In theory, a hiring freeze is often thought to benefit women already in the system since an employer may look more closely at the internal pool of talent. However, the freeze on open competitions particularly effects women in relation to positions in the Technical and Operational categories. Women are underrepresented in these categories and in-service competitions offer little opportunity for improving the representation of women. Presently, 5.1% of the women in the Civil Service are employed in male-dominated or non-traditional classifications. The analysis of applicant-hire data indicates that, generally, women were not appointed, relative to their proportions at earlier stages, in competitions for positions in non-traditional categories, groups and levels.

Each of the tables in this chapter indicates, by use of an asterisk, the groups in which women were appointed in disproportionately low ratios relative to their representation at earlier stages. Adverse effect on both men and women is indicated in job competitions in several groups. This adverse effect is sometimes evident at only one stage of the hiring process, e.g., the appointment stage, while sometimes it is evident throughout. The reasons for this adverse effect are not readily apparent. For example, certain applicants may be disproportionately screened-out of competitions because of poor qualifications. Non-job-related requirements, interview techniques, and testing procedures may also play a role in disproportionately screening-out a greater proportion of one gender or another.

The following recommendations address some of the issues related to employment barriers encountered by women in the Civil Service.

RECOMMENDATION

That Affirmative Action be recognized as a result-based method to promote an increased representation of women in all underrepresented classifications and levels.

RECOMMENDATION

That women actively be encouraged to apply for competitions in underrepresented classifications and levels in order to expand the pool of interested and qualified women candidates.

RECOMMENDATION

That the Staffing Branch, Board of Management provide advice and assistance to Departments in regard to staffing questions related to Affirmative Action, consistent with Affirmative Action Policy and Implementation Guidelines.

RECOMMENDATION

That the Employment Selection Workshop presently offered by Board of Management include a section on Affirmative Action.

RECOMMENDATION

That the findings of the audit of staffing and appointment practices conducted by the Civil Service Commission be communicated to the Women's Directorate.

Summary

The analysis of competition data from April to December, 1984 revealed the proportion of female and male applicants who were screened-in, qualified and appointed in all job competitions by occupational category and group. Certain trends were evident. In competitions for traditionally male positions there were few or no female applicants, and in competitions for traditionally female jobs there were few or no male applicants.

For example, there were few or no female applicants for competitions in both the Technical and Operational categories, where most of the positions are traditionally male. This trend was more pronounced for in-service competitions. The few women who do apply for competitions for non-traditional jobs are often screened-in or appointed in disproportionately low numbers.

Women did well in the Administrative category competitions in which they applied. However, women tend to apply for a very limited number of positions.

In summary, women do particularly well in competitions for traditionally female positions. In the technical, skilled and non-traditional job competitions women are often not appointed in numbers which reflect the proportion of qualified women.

Similarly, men are appointed in disproportionately low numbers in competitions for traditionally female jobs. Since previous data have indicated that only 5.1% of all women in the Civil Service are employed in male-dominated or non-traditional classifications, further investigation of hiring practices and policies may be useful.

CHAPTER THREE

A REVIEW OF SELECTED EMPLOYMENT POLICIES IN THE NEW BRUNSWICK CIVIL SERVICE

Section I

(i) Introduction

Increasingly women are entering the work force and are continuing to work after marriage and after the birth of children. Working women are not secondary wage earners. They are working to maintain a standard of living for themselves and their families. If women did not work an even greater percentage of families would have income below the poverty line. Support systems for families as well as employment policies and practices must reflect the needs and values of society - that children are fundamental to the well-being of our society and that labour force equality for women is fundamental to our way of life.

An Affirmative Action Program is one strategy to help achieve labour force equality.

The analysis of benefit practices is one of the components of an Affirmative Action program. Employment policies and practices must be applied in an equitable manner, consistent with existing legal requirements and equal employment opportunity guidelines. Benefit programs often involve differential treatment based on actuarial factors such as age, sex or marital status. These differentials may now be challenged under section 15, the equality provisions of the Canadian Charter of Rights and Freedoms.

However, equality is a concept which is difficult to express or define. It is easier to state what equality does not mean than to attempt to describe what it does mean. Generally it has been recognized that equality does not, in all cases, mean either sameness of treatment or

patent equality. To realize true equality, equality of results must be achieved. Thus, equality does not mean treating men and women the same. It does mean recognizing the differences between women and men where those differences are relevant in a particular context.

The following analysis reviews some of the Civil Service benefit/compensation policies in relation to their compliance with legal provisions and their impact on women.

Section II

(i) Legislative Provisions

The Employment Standards Act, S.N.B. 1982, c. E-7.2, proclaimed December 1, 1985, is the legislation that governs maternity leave. The Act requires that an employer, upon proper notice, grant a pregnant employee maternity leave of 17 weeks leave of absence without pay, or a shorter period of leave as the employee requests. The Act also provides greater job protection for employees on maternity leave than that provided under previous legislation. Specifically, section 44 of the Employment Standards Act, requires that an employee who returns to work after expiry of her maternity leave be reinstated to the position that she held immediately prior to the commencement of the leave or to an equivalent position. The section further provides that there shall be no decrease in remuneration and no loss of seniority or benefits accrued up to the date of commencement of the maternity leave. As well, the Act continues to prohibit an employer from refusing to employ a pregnant woman for reasons arising solely from her pregnancy. The Employment Standards Act is binding on the Crown. As such, all government policies must comply with the minimum standards prescribed by law.

Section III

(i) Benefit Policies in the Civil Service

A number of Civil Service benefit policies were examined for non-bargaining personnel only. For provisions relating to bargaining employees, reference should be made to the relevant collective agreement.

a) Maternity Leave Policy and Leave Without Pay Policy (Category One)

The Civil Service has a specific Maternity Leave Policy providing for five months of maternity leave, two months prior to the expected delivery date and three months after delivery. These periods may be extended or reduced, in which case the employee may be requested to submit an appropriate medical certificate.

Maternity Leave is also governed by the Leave Without Pay Policy. As a form of Category One leave under the policy, numerous benefits are afforded to the employee. The employee is guaranteed the same position and salary upon return from leave. She also receives service credits for the calculation of retirement allowance and vacation leave. Accumulated sick leave credits are retained.

With respect to insurance and pension plan participation, the employer continues to contribute the employer's share of Group Life Insurance and Health Insurance premiums. The employee contributes the employee's share, or may elect to drop out of the Health Insurance Plan, only if she is on leave for at least one calendar month.

Existing policy remains restrictive in the use of sick leave by pregnant employees. Pregnant employees must be hospitalized in order to utilize sick-leave for pregnancy-related illnesses. Pregnant employees who require bedrest but not hospitalization must use accumulated vacation credits or leave of absence without pay. This requirement is more

stringent than the general sick-leave policy and discriminates against female employees by effectively resulting in the loss of remuneration.

RECOMMENDATION

That the Maternity Leave Policy permit pregnant employees, upon presentation of a doctor's certificate, to use accumulated sick-leave credits for pregnancy-related illnesses, consistent with the requirements of the general sick-leave policy.

The Leave Without Pay Policy (Category One) indicates that:

> "Where an employee of Parts I, II and III of the Public Service is on leave without pay in excess of three months, the anniversary date changes to 12 months after the first of the month coinciding with or next following the date of the employee's return to work, less the number of completed months of service between the previous anniversary date and the date the leave without pay commenced, except as may otherwise be provided by collective agreement (T.B.M. 84-119)."

Maternity Leave falls under this policy. If an employee takes maternity leave for a period of less than three months, the employee's anniversary date does not change. If the employee takes the five month maternity leave available to her, the employee's anniversary date does change.

In keeping with the fundamental belief that children are valuable to our society and recognizing the importance of the bonding process of child and parent, women should not be penalized for taking the full five month maternity leave.

RECOMMENDATION

That the Leave Without Pay Policy (Category One) be amended to exclude employees on maternity leave with reference to the adjustment of the anniversary date for Leave Without Pay in excess of three months and that the Maternity Leave Policy be amended to indicate that employees taking maternity leave will retain their anniversary date.

(b) Emergency Leave

Policy currently provides for Emergency Leave of a maximum of up to five days with pay. The leave may be claimed upon the death or serious illness of a close family member or in other circumstances not directly attributable to the employee, at the discretion of the Deputy Head. Under the present policy, it remains unclear if accommodation is made for parents or persons with dependent family members who must remain at home, for example, to care for a sick child.

RECOMMENDATION

(i) That the Emergency Leave Policy be renamed Emergency and Family Responsibility Leave Policy.

(ii) That the Emergency and Family Responsibility Leave be available to specifically permit employees to attend to the temporary care or needs of a child or other dependent member of the employee's family.

c) Paternity leave

There are no specific provisions relating to paid paternity leave in Civil Service Policy.

RECOMMENDATION

That a Paternity Leave Policy be developed to grant a father leave with pay of up to 3 days at or near the time of birth of a child or upon placement of a child for adoption.

d) Video Display Terminal Policy

There is no provincial legislation or regulatory requirement with respect to video display terminals. There is a policy in place within the New Brunswick Civil Service, which permits the transfer of a pregnant employee operating a video display terminal to another job during her pregnancy, only if she so requests. If another job is unavailable, the employee is entitled to a leave of absence without pay until such time as the employee becomes eligible for maternity leave.

RECOMMENDATION

That the Video Display Terminal Policy ensure that a pregnant employee be reassigned during the term of her pregnancy, if she so requests. Departments shall be responsible for finding the employee reasonable alternative employment.

(e) Long-Term Disability Plan

Since maternity leave is treated as an unpaid leave of absence, women taking such leave are entitled to long-term disability if they elect to continue coverage during the leave.

A woman who continues long-term disability coverage may choose to make the premium payment in one lump sum in advance of the maternity leave or pay during each month of absence.

(f) Health Benefit Coverage

An employee who continues health benefit coverage during maternity leave must make the employee's share of premium payments during each month of her absence. A woman who does not elect to continue payments would not be covered by the plan should she incur health care costs during maternity leave or immediately following childbirth.

(g) Group Life

As maternity leave falls within Category One of the Leave Without Pay Policy, the employer continues to pay its share of the Group Life premiums.

(h) Public Service Superannuation

Under current policy, Public Service Superannuation contributions are not made during maternity leave. Upon returning to employment, an employee may elect to buy back contributions for the period of maternity leave. However, she must pay interest charges on the principal amount.

RECOMMENDATION

That an employee who has elected to maintain superannuation for the duration of the maternity leave be permitted to either pay the employee's share of monthly superannuation payments during the leave or buy back pension contributions for the period of the leave of absence.

(i) Adoption Leave and Leave Without Pay Policy (Category One)

The Unemployment Insurance Program was substantially amended in January 1984, to permit, under specifically prescribed circumstances, either adopting parent to claim benefits similar to maternity benefits. The Leave Without Pay Policy provides non-bargaining employees an Adoption Leave of up to 17 weeks following the date of placement of a child for adoption.

RECOMMENDATION

That a specifically defined Adoption Leave Policy be developed.

Summary

This chapter reviewed some existing legislation and a number of selected employment policies in place in the New Brunswick Civil Service which have an impact on women. In particular, policies relating to pregnancy, maternity, adoption, and family responsibilities were examined. A comprehensive review of all policies was not conducted.

Recommendations were made with respect to existing policies with the intent of providing a more favourable working environment for women. The goal is equality of results, or true equality, as contemplated in the Charter of Rights and Freedoms.

Although already approved by the Executive Committee of Cabinet, recommendations concerning employment policies and practices must be submitted for final approval to the Board of Management. The Board may reject, alter or amend these policy recommendations.

The present study is not intended to be all inclusive. As outlined in the policy statement and guidelines, future recommendations relating to the compatibility of human resource policies and practices will be addressed on an ongoing basis by the Women's Directorate, Board of Management and Departments.

CHAPTER FOUR

EMPLOYMENT POLICIES AND PRACTICES: THE VIEWS OF SENIOR WOMEN AND EQUAL EMPLOYMENT OPPORTUNITY COORDINATORS

Section I

(i) Introduction

As part of the background study on the implementation of Affirmative Action, interviews were conducted with eleven senior women in the New Brunswick government, six of whom were managers, and with sixteen Equal Employment Opportunity Coordinators.

The objectives of the interviews were to determine the views of the two groups with respect to perceived strengths and weaknesses of government employment policies and practices.

The interviews were considered important by virtue of the first-hand experience of the Equal Employment Opportunity Coordinators and the senior positions held by women.

Section II

(i) Employment Policies and Practices

Senior women and Equal Employment Opportunity Coordinators were asked for comments in various areas relating to employment policies and practices. Most of the comments received from the two groups related to hiring and promotion practices and the work environment.

Generally, those interviewed tended to attribute any weaknesses in employment systems to practices and not policy. Employment policy did, however, receive some critical comments.

Views of Senior Women

a) Hiring

The majority of senior women felt that there was some unfairness in hiring. Reasons ranged from sex stereotyping in the filling of senior positions, ie. women will not travel or work nights, to failing to give the skills of women equal recognition, to the belief that male orientated, non-job-related requirements were used to screen women out of jobs. Only one senior woman believed that hiring was fair and nondiscriminatory at all levels.

b) Promotion

Four of the senior women believed that promotions were based on job-related and objective criteria without discrimination. Three others felt that there was a distinction in promotional practices and opportunities between lower level and senior level positions, ie., there are fewer opportunities for promotion or career development for administrative support staff. The remaining six senior women felt, for various reasons, that there was unfairness in promotion practices. These reasons suggested the system was biased and there was a failure to seriously look at women for promotion practices.

Comments of some of the women include:

> "There are competitions for positions. They must be advertised. However, the "old boys" network still operates and is doing well."
>
> "When that one job comes up they are much more likely to look at males in the hierarchy than females."
>
> "The system does discriminate against women. Very few males will be a mentor for a woman."

c) Training and Development

In all, four of the women were satisfied with access to training and development. One felt that access was satisfactory for those at the management level. However, there are very few women at this level. Some women were critical of the lack of access to training and development for clerical and secretarial workers while others felt that women did not enjoy equal opportunity for career growth.

d) Compensation

Most women interviewed perceived that there was discrimination within the system. For example, men entering the system came in at higher levels than women on the basis of higher education or more experience. Two of the senior women interviewed were entirely satisfied with policy and practices respecting compensation.

e) Terminations

On the question of fairness of terminations, five of the women interviewed felt that they were fair and unbiased. Some felt there may be differences in the treatment of men and women.

f) Work Environment

Those interviewed were asked to assess the receptivity of the work environment to equal opportunity for women. A number of women expressed reservations about the receptivity of the work environment. Others indicated that it was better than in the past, although problems remained, particularly sex stereotyping.

Views of Equal Employment Opportunity Coordinators

a) Hiring

There did not appear to be a general trend in the views of Equal Employment Opportunity Coordinators respecting hiring practices. Several indicated weaknesses in the hiring system, for example, basing competitions on credentials as opposed to job-related criteria or the lack of equivalency clauses in advertising a competition. Others felt that hiring was fair or that "job-related selection criteria" adopted by some departments were beneficial to women.

With respect to external recruitment, some comments indicated that the freeze on open competition was beneficial to women working in the system. Others felt the policy made it more difficult to hire women where they were unde-represented or where the internal pool of women was low.

b) Promotion

Eight Equal Employment Opportunity Coordinators mentioned that promotions often occurred through reclassification or through flexible classifications for some professional and technical positions (Appendix C). Secondments, reassignments and lateral transfers were also identified as ways to help promote individuals or to help prepare individuals for future promotions. However, Coordinators suggested that these forms of promotion techniques were not as readily available for women as for men. One Coordinator indicated:

> "Vacancies are filled internally within the Department when at all possible. However, the related experience often required may discriminate against women."

c) Training and Development

Five Coordinators indicated that most training must be job-related to be approved. Therefore, supervisory training or other developmental opportunities are less accessible for women in clerical and secretarial groups. Four others indicated that when training needs were identified through a performance appraisal system, women seemed to benefit as well as men.

Only one department had a training budget for women and offered Career Development Workshops and Introduction to Management for women.

Other comments included:

> "The Department pays for training for the professional employees, even at university level. However, women...participate in traditional job-related types of training."

d) Terminations

Lay-offs and terminations were not identified as a major concern, or as being sex-discriminatory, by the majority of Equal Employment Opportunity Coordinators.

e) Work Environment

One half of the Coordinators interviewed felt that their Department was generally providing a receptive work environment for women. However, some negative comments were received, including the following:

> "Women are considered in the traditional fashion - as servants. They have limited career choices. They are subtly discriminated against. Harassment does exist."

"After being appointed to a position, some women have not been allowed to maintain certain tasks that were an integral part of the job when it was previously held by a man..."

"Women are hired in this Department for very traditional roles. In fact, I think it will become even more difficult for women to enter the traditionally male dominated environment in the future."

Summary

Some of the views of senior women and Equal Employment Opportunity Coordinators were presented in this chapter. They provide assistance in identifying perceived barriers placed on women by employment policies and practices. These concerns will be addressed in Chapter Six, which outlines a strategy for implementation of Affirmative Action.

CHAPTER FIVE

FROM EQUAL EMPLOYMENT OPPORTUNITY TO AFFIRMATIVE ACTION: VIEWS OF EQUAL EMPLOYMENT OPPORTUNITY COORDINATORS AND SENIOR WOMEN

Section I

(i) Introduction

In May, 1982, an Equal Employment Opportunity policy for the Civil Service, together with program guidelines, was introduced by Treasury Board. Departments were requested to prepare and implement an action plan following program guidelines by March 31, 1983. Subsequent annual updates were to be a component of the program. Treasury Board assumed the responsibility "for reviewing the policy and reviewing progress towards achievement of the objectives established by this policy". (Appendix E - Equal Employment Opportunity Policy)

In accordance with the policy, Equal Employment Opportunity Coordinators were identified by twenty-two Departments. Seventeen Departments submitted an action plan in 1983.

The Equal Employment Opportunity Policy applied to natives, disabled persons and women. This chapter relates to the impact of the policy on women.

Interviews were conducted with sixteen of the twenty-two Equal Employment Opportunity Coordinators. The objectives of the interviews were to ascertain the views of Coordinators respecting Departmental compliance with guidelines, to delineate initiatives taken, to assess their results and to propose initiatives and outline responsibilities for the implementation of Affirmative Action. Some related views of senior women were also presented.

Section II

(i) Roles and Responsibilities for Equal Employment Opportunity: Compliance With Guidelines

Views of Equal Employment Opportunity Coordinators

(a) Role of the Deputy Minister and the Senior Management Team

Coordinators indicated that the success of any program relates directly to the level of commitment of the Deputy Minister and the Senior Management Team. Commitment to the Equal Employment Opportunity Program varied.

(b) Role of the Coordinators

Coordinators indicated that their responsibility with respect to Equal Employment Opportunity was merely an additional function added to their existing position in the organization. Consequently they indicated that they had very little time to commit to Equal Employment Opportunity activities. Others felt they had neither the responsibility nor the authority to effectively implement the program.

Of the sixteen Equal Employment Opportunity Coordinators interviewed, 25% held positions at the Executive Director or Director of Administration level. Another 50% were in charge of personnel functions in Departments. The remaining 25% held other professional positions. Eight of the sixteen Coordinators interviewed were appointed at the commencement of the Equal Employment Opportunity program in 1982. Since then there has been a high turnover with eight replacement Coordinators appointed during 1984-1985.

When asked to identify their reporting relationship, eight indicated that they reported directly to the Deputy Minister. Two other Coordinators reported to an Assistant Deputy Minister. The remainder reported to

Directors of Administration or Personnel. The majority of the recently appointed Coordinators held lower-level positions and reported to individuals at lower levels than their predecessors.

(c) Human and Financial Resources

Generally, the majority of Equal Employment Opportunity Coordinators estimated that they allocated 1% or less of their time to Equal Employment Opportunity. Activities and duties ranged from reading background material to preparing action plans, attending meetings and writing reports concerning Equal Employment Opportunity.

Seven Departments formed committees for the purpose of gathering data and preparing a Departmental action plan. Three of these committees continued to meet on a regular basis in 1984, while the remaining four were asked to research, prepare and present a Departmental action plan for approval. Overall, the time spent by Coordinators in functions related to Equal Employment Opportunity was the only human resource allocated to the program. However, one Department did allocate funds for an Affirmative Action Coordinator position.

The majority of the Coordinators stressed that women received little, if any, of the Departmental training money. Furthermore, most Coordinators indicated that training budgets have decreased over the last three years due to overall budget cuts.

Nine Coordinators indicated that human and financial resources were inadequate. However, some Coordinators felt that the resources allocated were adequate and appropriate for the low level of commitment to the program.

(d) Role of Line Managers

Eight Coordinators indicated that line managers had no formal requirements or responsibilities in respect of Equal Employment Opportunity. Some Coordinators felt that line managers had complete

autonomy for the hiring and training of employees but were not held accountable nor expected to produce results for Equal Employment Opportunity.

(e) Major Initiatives Undertaken Respecting Equal Employment Opportunity

Eight Coordinators stated that no major initiatives were undertaken by their Departments in respect of Equal Employment Opportunity. Some initiatives were undertaken such as offering Career Development Workshops for women and the collection of skills data on all employees for future use in departmental job rotation or special assignments.

Section III

(i) Implementing Affirmative Action:
Views of Equal Employment Opportunity Coordinators

Coordinators were asked to propose initiatives and to identify resources that would be required to deliver Affirmative Action effectively in their Departments.

(a) Proposed Initiatives for Affirmative Action

The Equal Employment Opportunity Coordinators identified initiatives which, in their opinion, were beneficial to, if not necessary for, the successful implementation of Affirmative Action in the Civil Service. These would include:

. Training for women

. Career planning

. Interdepartmental transfers

- Awareness sessions on Affirmative Action for all employees
- Bridging positions for women
- Increased commitment from Senior Management
- Accountability for implementation of Affirmative Action at all management levels
- Secondment of women to management positions
- Special training funds for Affirmative Action
- Succession planning in Departments
- Appointment of at least one female at the Senior Management level in every Department
- An Interdepartmental Committee on Affirmative Action chaired by the Women's Directorate
- Outreach recruitment program for targetted positions
- A central inventory of qualified women to be kept by the Women's Directorate

(b) Resources Needed to Implement Affirmative Action

Six Coordinators felt that a full-time position was necessary in their Department while three other Coordinators felt that a half-time position would be sufficient for effective implementation of Affirmative Action. Other necessary resources included a special training fund for accelerated career development for women.

(c) Proposed Responsibility for Affirmative Action

Coordinators were asked to delineate responsibility for implementation of Affirmative Action for the Women's Directorate, Board of Management, Departments and Departmental Affirmative Action Coordinators. Their suggestions included:

(i) Role of the Women's Directorate:
Views of Equal Employment Opportunity Coordinators

- Act as a resource to Departments in the overall design, implementation, and monitoring of the Affirmative Action Program
- Chair an Interdepartmental Committee on Affirmative Action
- Liaise with Senior Management in Departments regarding the Affirmative Action Program
- Develop strong strategies and prepare implementation guidelines
- Act as an in-house advocate for women and provide guidance to policy makers
- Provide training to Departmental Affirmative Action Representatives
- Communicate with compensation/classification staff regarding changes in the present compensation/classification system
- Maintain an inventory of qualified women to be used by Departments
- Provide a special training fund for women to supplement existing Departmental budgets for training and development

(ii) Role of Board of Management:
Views of Equal Employment Opportunity Coordinators

- Make a strong commitment to the Affirmative Action Program
- Endorse policies to encourage successful implementation of the Affirmative Action Program
- Issue directives and guidelines supporting the Affirmative Action Program
- Support Departmental efforts to advance women through the hiring and promotion process
- Provide training resources and funds for Affirmative Action initiatives

(iii) Role of Departments:
Views of Equal Employment Opportunity Coordinators

- Encourage strong commitment at the Deputy Minister and Senior Management levels.
- Make managers accountable for results
- Submit annual action plans to the Women's Directorate for review and approval
- Raise awareness of the Affirmative Action Program within the Department
- Provide training in order to ensure managers are familiar with Affirmative Action and their role in promoting its successful implementation

. Ensure that staff responsible for recruitment are aware of Departmental goals for the Affirmative Action Program

. Establish/maintain a performance appraisal system to assist in the identification of women with potential

. Provide job-bridging positions for women

(iv) Role of Departmental Affirmative Action Representatives: Views of Equal Employment Opportunity Coordinators

. Ensure that the Affirmative Action Representative has the authority necessary for implementation of the program

. Demonstrate commitment to the issue and promote its acceptance by Senior Management

. Prepare periodic reports on Affirmative Action initiatives and results in the Department

. Collect statistical data on the Departmental workforce

. Act as an advocate for women in the Department

Section IV

(i) Implementing Affirmative Action: Views of Senior Women

The senior women interviewed were asked to comment on the success of Equal Employment Opportunity initiatives and to suggest initiatives which would be necessary for the implementation of Affirmative Action.

(a) Assessing Equal Employment Opportunity

Four of the women interviewed were not aware of, or knew very little about, the Equal Employment Opportunity Program. Others rated the success of Equal Employment Opportunity as "minimal" or "limited". They indicated that there had been little commitment to the program.

A few women felt that results were modest but indicated that the program had helped to raise awareness and sensitize people to problems related to equal opportunity.

(b) Proposed Initiatives for Affirmative Action

Senior women interviewed suggested the following initiatives respecting implementation of Affirmative Action.

- Require commitment from Senior Management
- Require annual progress reports from Departments
- Adopt a corporate policy backed by an agency with enforcement authority
- Require monitoring of implementation and progress by the Women's Directorate
- Establish representation goals for women in management
- Educate managers
- Work to eliminate stereotypes
- Establish job-related selection criteria

- Improve career planning and pathing for all employees
- Conduct seminars for women in management
- Start a newsletter, written by the Women's Directorate, to inform women about current issues

Conclusion

The views of senior women and Equal Employment Opportunity Coordinators summarized in this chapter have assisted in identifying the perceived barriers to implementing Affirmative Action for women in the New Brunswick Civil Service. They also have provided insight into initiatives which may be undertaken. Finally, some of the comments indicated a need for better methods of improving awareness and understanding of Affirmative Action.

CHAPTER SIX

A STRATEGY FOR IMPLEMENTING AFFIRMATIVE ACTION

Section I

(i) Background

The Government of New Brunswick is committed to labour force equality for women. The introduction of an Affirmative Action Program, to be used as a strategy to improve the occupational status of women within Part One of the New Brunswick Public Service, is a demonstration of the Government's commitment.

In so doing the Government recognizes that it cannot expect more of other employers than it is willing to undertake itself as an employer. It is hoped that other employers will voluntarily follow the example of the Government.

For the purposes of the Affirmative Action Program, Part One of the Public Service, also called the Civil Service, has been defined as those Departments and Agencies which have more than twenty employees and are enumerated in Regulation 84-208 under the Civil Service Act, S.N.B. 1984, c. C-5.1, the Designation of Certain Portions of the Civil Service Regulation - Civil Service Act. The following Departments, Commissions and Agencies fall within this definition of Part One of the Public Service for the purposes of the Affirmative Action Program: Alcoholism and Drug Dependency Commission; Cabinet Secretariat; New Brunswick Occupational Health and Safety Commission; Agriculture and Rural Development; Board of Management; Commerce and Development; Community Colleges; Education; Environment; Finance; Fisheries; Health; Historical and Cultural Resources; Justice; Labour and Human Resources; Municipal Affairs; Natural Resources; Social Services; Supply and Services;

Tourism; Transportation; Youth and Recreation and Office of the Comptroller.[7]

The Affirmative Action Policy and Program are designed to create a climate of equal opportunity and to accelerate the rate of improvement in the occupational status of women in Part One of the Public Service.

The Women's Directorate is responsible for the development of policy, provision of resource assistance, monitoring and reporting on the results of the Affirmative Action Program. The Board of Management will be responsible for the overall implementation of Affirmative Action. Fundamental to the success of the program is the commitment of Senior Management to the principles and objectives of Affirmative Action.

Each Department is expected to develop an annual plan of action, which includes goals and initiatives suited to its unique situation and circumstances. The immediate short-term goals will be identified on the basis of what can be achieved within a given year. The initiatives undertaken to fulfill these goals must produce measurable results.

7 A number of Departments have been restructured and renamed. As Regulation 84-208 under the Civil Service Act has not been amended to reflect these changes, references are to the titles set out in the existing Regulation 84-208.

The annual Plans of Action form the basis of each Department's overall, long-term strategy to achieve a more equitable representation of women in all occupations and at all levels of Part One of the Public Service.

Section I

(ii) Implementation Strategy

The overall Government strategy for the implementation of Affirmative Action is set forth in the following recommendations.

RECOMMENDATION

That the Affirmative Action Policy and Guidelines for Implementation developed by the Women's Directorate be approved and communicated to all relevant Deputy Heads under Part One of the Public Service by the Board of Management.(See Appendix F for Affirmative Action Policy and Guidelines)

RECOMMENDATION

That the objectives of the Government for the Affirmative Action Program be:

i) the elimination of barriers to women's advancement in Part One of the Public Service.

ii) the achievement of a more equitable representation of women in all occupational categories and at all levels of Part One of the Public Service.

iii) the acceleration of the rate of improvement of women's employment status.

RECOMMENDATION

That the existing Standing Committee on Women's Issues, chaired by the Women's Directorate, be designated the appropriate forum for facilitating and assisting in the implementation of Affirmative Action.

RECOMMENDATION

That a Working Group composed of Departmental Affirmative Action representatives be established to facilitate the implementation of the Affirmative Action Program in their respective Departments.

RECOMMENDATION

That the Women's Directorate be responsible for development of policy recommendations including implementation guidelines and a model action plan with respect to Affirmative Action in Part One of the Public Service, for monitoring the implementation of Affirmative Action, reviewing and recommending approval or rejection of Departmental Action Plans, and reporting on progress.

RECOMMENDATION

That the Women's Directorate provide resource assistance and expertise in the general area of Affirmative Action.

RECOMMENDATION

That the annual report on Affirmative Action prepared by the Women's Directorate be tabled in the Legislature by the Minister Responsible for the Status of Women.

RECOMMENDATION

That the Board of Management be responsible for the overall implementation of Affirmative Action, compiling and approving annual Departmental Action Plans, reviewing human resource policies and practices, and maintaining and developing human resource information and employment data which meets the monitoring and reporting requirements of the Women's Directorate.

RECOMMENDATION

That Departments, Commissions and Agencies in Part One of the Public Service prepare specific annual Action Plans with measurable goals for that Department, in a format consistent with implementation guidelines, for submission to the Women's Directorate and Board of Management. Increasing the representation of women in positions and classifications where they are underrepresented or absent is to be a component of each plan.

RECOMMENDATION

That Departments file annual reports on results associated with Affirmative Action objectives, in a format consistent with implementation guideline, for submission to the Women's Directorate and Board of Management.

RECOMMENDATION

That Deputy Heads be responsible for implementation of the Affirmative Action Policy and accountable for results.

RECOMMENDATION

That Departments be responsible for reviewing Departmental human resource policies and practices to ensure their compatibility with Affirmative Action.

RECOMMENDATION

That workshops, awareness seminars and other efforts be undertaken to create a climate conducive to fulfilling Affirmative Action objectives and goals.

RECOMMENDATION

That efforts be made to promote a greater understanding of women and work.

RECOMMENDATION

That in categories, classifications or levels where there are few or no women, a hiring exemption be extended to allow for an open (external) competition, in the hopes of attracting qualified female applicants.

RECOMMENDATION

That an Affirmative Action Awareness Fund, administered by the Women's Directorate, be established to encourage and facilitate the advancement of women in Part One of the Public Service and to heighten awareness of employment issues and concerns of women to promote labour force equality.

APPENDIX A

REPRESENTATION/DISTRIBUTION WITHIN EACH
OCCUPATIONAL CATEGORY BY GENDER - GOVERNMENT WIDE
PART One - 1980, 1982 & 1984

	REPRESENTATION		DISTRIBUTION	
1984	% Male	% Female	% of All Males in Category	% of All Females in Category
OCCUPATIONAL CATEGORY				
Scientific & Professional	63.7	36.3	24.3	23.7
Technical	94.0	06.0	14.4	01.6
Administrative	78.0	22.0	10.7	05.2
Administrative Support	16 .4	83.6	08.3	59.4
Operational	89.2	10.8	37.4	07.7
Out of Scope	79.2	20.8	04.8	02.3
TOTAL	62.8	37.2	99.9	99.9
1982				
OCCUPATIONAL CATEGORY				
Scientific & Professional	64.9	35.1	24.7	23.1
Technical	94.4	05.6	14.3	01.5
Administrative	81.6	18.4	11.3	04.7
Administrative Support	15.8	84.2	08.5	60.7
Operational	88.9	11.1	38.1	08.3
Out of Scope	77.3	22.7	03.1	01.7
TOTAL	63.2	36.8	100	100
1980				
OCCUPATIONAL CATEGORY				
Scientific & Professional	67.7	32.3	24.1	20.7
Technical	93.1	06.9	15.0	02.0
Administrative	84.4	15.6	11.2	04.0
Administrative Support	17.1	82.9	09.3	02.8
Operational	88.2	11.8	37.3	09.0
Out of Scope	81.7	18.3	03.0	01.5
TOTAL	64.0	36.0	99.9	100

APPENDIX B

AVERAGE ANNUAL SALARY WITHIN CATEGORIES AND GROUPS
December 1984

	REPRESENTATION		AVERAGE ANNUAL SALARY		RATIO OF FEMALE AVERAGE SALAPY
	% Male	% Female	Male	Female	to Male
SCIENTIFIC & PROFESSIONAL CATEGORY					
Nursing	0.5	99.5	28,217 (1)*	29,527 (3)	104%
Field	89.7	10.3	35,612 (7)	27,612 (2)	77%
Forestry	100	-	33,194 (3)	-	
Planning	69.3	30.7	35,411 (6)	31,572 (5)	89%
Education - Instructional	73.4	26.6	33,847 (5)	30,312 (4)	89%
Education - Non-Instructional	78.5	21.5	41,568 (11)	40,244 (10)	96%
Engineering	98.5	1.5	40,538 (9)	34,548 (8)	85%
Rehab & Thep	53.4	46.6	31,012 (2)	27,430 (1)	85%
Recreation & Culture	83.3	16.7	33,357 (4)	32,900 (6)	98%
Agriculture	85.1	14.9	35,762 (8)	34,096 (7)	95%
Veterinary	95.8	4.2	40,689 (10)	37,206 (9)	91%
Overall	63.7	36.3	34,868	29,681	85%
TECHNICAL CATEGORY					
Laboratory & Medical	35.3	64.7	27,547 (5)	26,671 (5)	96%
Drafting & Graphic Arts	89.1	10.9	22,908 (1)	21,851 (2)	95%
Engineering & Field	96	4	25,694 (3)	20,789 (1)	80%
Resource Services	98.4	1.6	25,482 (2)	23,133 (3)	90%
Technical Inspection	94	6.	26,413 (4)	24,659 (4)	93%
Overall	94	6	26,413	24,659	93%

* Bracketed numbers represent the lowest paid group (1) through to the highest paid group (10).

APPENDIX B (continued)

	REPRESENTATION		AVERAGE ANNUAL SALARY		RATIO OF FEMALE AVERAGE SALARY
	% Male	% Female	Male	Female	to Male
ADMINISTRATIVE CATEGORY					
Administrative Services	78	22	35,204	30,345	86%
ADMINISTRATIVE SUPPORT CATEGORY					
Clerical & Reg	23.1	76.9	22,347 (4)	19,112 (3)	85%
Highway Patrol	94.1	5.9	23,431 (5)	22,997 (5)	98%
Secretarial	0.2	99.8	18,044 (1)	17,161 (1)	95%
Office Data Processing Duplicating Equipment	34.5	65.5	21,918 (3)	17,423 (2)	79%
Court Steno	3.3	96.7	20,202 (2)	19,943 (4)	98%
Overall	16.4	83.6	22,479	18,197	80%
OPERATIONAL CATEGORY					
Institutional Services	62.3	37.7	17,246 (1)	16,135 (1)	93%
Institutional Care	59.5	40.5	21,521 (2)	18,902 (2)	87%
General Labour & Trade	99.3	0.7	20,568 (3)	19,680 (3)	95%
General Labour Supervision	99.2	0.8	24,172 (4)	24,324 (11)	100.6
Overall	89.2	10.8	20,720	18,276	88%
Out of Scope	71.5	28.5	43,595	23,806	54%
All Categories	62.8	37.2	27,950	21,800	77%

APPENDIX D (continued)

TABLE D-19

REPRESENTATION IN JOB COMPETITIONS BY GROUP, BY GENDER,
OPERATIONAL CATEGORY - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
IN-SERVICE	# Male	# Female	# Male	# Female	# Male	# Female
* Instit. Services	2	3	2	3	1	1
* Instit. Care	10	6	4	5	3	1
General labor & Trades	132	3	63	1	41	1
General labor & Trades Superv.	32	0	21	0	10	0
OPEN						
Institutional Services	91	14	46	6	6	2
* Instit. Care	81	30	41	26	18	2
General labor & Trades Superv.	416	2	206	1	40	0

APPENDIX E

EQUAL EMPLOYMENT OPPORTUNITY

POLICY STATEMENT

The New Brunswick Provincial Government, as an employer, actively supports the principle of equal employment opportunity for all persons. Where unnecessary barriers have resulted in restricting employment and promotional opportunities for certain segments of the society, the necessity of a comprehensive program to eliminate or redress such barriers is recognized. Therefore, it is the policy of the provincial government to provide equal access to employment, training and promotional opportunities to women, natives and disabled persons. The objective of the government is to:

(a) provide employment for these persons which is meaningful and which allows opportunities for advancement; and

(b) ensure a more balanced representation of qualified natives, women and disabled persons in the provincial public service workforce.

APPENDIX C

FLEXIBLE CLASSIFICATIONS

(Flexible In All Departments Unless Otherwise Indicated)

CLASSIFICATIONS	DEPARTMENT
Agricultural Technician I Agricultural Technician II	
Agriculturist I Agriculturist II Agriculturist III	
Alcoholism Attendant I Alcoholism Attendant II	
Appraiser I Appraiser II Appraiser III	
Assessor I Assessor II Assessor III	Excluding Rent Review Officers
Audio-Visual Producer I Audio-Visual Producer II	Only In: Community Colleges Transportation Education Natural Resources
Bridgeworker I Bridgeworker II	
Business Education Instructor I Business Education Instructor II Business Education Instructor III	
Cartographic Technician Trainee Cartographic Technician I	
Community Planner I Community Planner II Community Planner II	

APPENDIX C (continued)

CLASSIFICATIONS	DEPARTMENT
Computer Programs Analyst I	Only In: Supply & Services (I-V)
Computer Programs Analyst II	
Computer Programs Analyst III	Labour & Human Resources (I-III)
Computer Programs Analyst IV	
Computer Programs Analyst V	
Construction Worker I	
Construction Worker II	
Correctional Officer I	
Correctional Officer II	
Correctional Youth Couns. I	Only In: Justice
Correctional Youth Couns. II	
Craft Instructor II	
Craft Instructor III	
Craft Instructor IV	
Data Entry Operator I	
Data Entry Operator II	
Data Entry Operator III	
Data Processing Equipment Operator I	Only In: Supply & Services
Data Processing Equipment Operator II	
Data Processing Equipment Operator III	
Duplicating Equip. Op. I	
Duplicating Equip. Op. II	
ECL Analyst I	
ECL Analyst II	
Engineer I	
Engineer II	
Engineer III	
Engineer IV	

APPENDIX C (continued)

CLASSIFICATIONS	DEPARTMENT
Engineering Tech. I Engineering Tech. II Engineering Tech. III Engineering Tech. IV	All Departments (I-II) Only In: Transportation (I-IV)
Environmental Lab. Tech. I Environmental Lab. Tech. II	
Finance Economist I Finance Economist II Finance Economist III	
Fish/Wildlife Biologist I Fish/Wildlife Biologist II	
Forest Ranger I Forest Ranger II	
Forest Warden I Forest Warden II	Only In: Natural Resources
Forester I Forester II	
Geologist I Geologist II	
Highway Patrol Officer I Highway Patrol Officer II	
Highway Supervisor I Highway Supervisor II	
Home Economist I Home Economist II Home Economist III	
Hospital Administration Officer I	
Hosptial Administration Officer II	
Industrial Development Officer I Industrial Development Officer II Industrial Development Officer III	Only In: Commerce & Development

APPENDIX C (continued)

CLASSIFICATIONS	DEPARTMENT
Industrial Relations Off. I Industrial Relations Off. II	Only In: Labour & Human Resources
Information Officer I Information Officer II	All Departments (I-II) Only In: New Brunswick Information Service, Historical and Cultural Resources, Social Services, Alcohol and Drug Dependency Commission (I-III)
Information Officer III	
Human Rights Officer I Human Rights Officer II	
Inspector I Inspector II	
Instructor I Instructor II Instructor III Instructor IV Instructor V	
Instructor of Technology I Instructor of Technology II Instructor of Technology III	
Language Training Instructor I Language Training Instructor II Language Training Instructor II	
Lawyer I Lawyer II Lawyer III	
Library Assistant I Library Assistant II	
Medical Officer-Clinical IV Medical Officer-Clinical V	
Mental Retardation Counsellor I Mental Retardation Counsellor II	
Nurse I Nurse II	

APPENDIX C (continued)

CLASSIFICATIONS	DEPARTMENT
Occupational Therapy Assistant I Occupational Therapy Assistant II	
Probation and Parole Officer I Probation and Parole Officer II	
Project Inspector I Project Inspector II	
Provincial Tax Auditor I Provincial Tax Auditor II Provincial Tax Auditor III	
Psychiatric Attendant I Psychiatric Attendant II	
Psychometrist I Psychometrist II Psychometrist III Clinical Psychologist I	
Public Health Inspector I	
Public Health Inspector II	
Purchasing Officer I Purchasing Officer II	Only In: Supply & Services
Recreation and Culture Program Officer I Recreation and Culture Program Officer II	
Research & Planning Officer IV Research & Planning Officer V Research & Planning Officer VI	Only In: Cabinet Secretariat
Resource Planner I Resource Planner II	
Social Work Administrative Trainee Social Work Administrator I	Only In: Social Services
Social Worker I Social Worker II	
Staff Development Coordinator I Staff Development Coordinator II	

APPENDIX C (continued)

CLASSIFICATIONS	DEPARTMENT
Staffing Officer I Staffing Officer II	
Technical Instructor I Technical Instructor II	
Tourism Officer I Tourism Officer II	
Trade Instructor Trade Instructor II Trade Instructor III	
Translator I Translator II Translator III	
Treasury Board Advisor I Treasury Board Advisor II Treasury Board Advisor III	Only In: Board of Management Personnel Management Division (I-II), and Financial Management Division (I-III)
Treasury Officer I Treasury Officer II Treasury Officer III Treasury Officer IV	

APPENDIX D

JOB COMPETITION ANALYSIS: RAW NUMBERS

TABLE D-13

PROPORTION OF WOMEN/MEN SCREENED-IN AND HIRED, GOVERNMENT WIDE - APRIL - DECEMBER, 1984

	SCREENED-IN		HIRED	
	# Male	# Female	# Male	# Female
Overall	1673	989	312	197
In-Service	494	345	136	98
Open	1179	644	176	99

APPENDIX D (continued)

TABLE D-14

REPRESENTATION IN JOB COMPETITIONS BY OCCUPATIONAL CATEGORY
BY GENDER, GOVERNMENT WIDE - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
OCC. CAT.	# Male	# Female	# Male	# Female	# Male	# Female
Scien. & Prof.	384	317	185	168	83	73
In-Service	134	72	78	45	35	19
Open	250	245	107	123	48	54
Technical	95	4	55	4	23	0
In-Service	44	0	33	0	13	0
Open	51	4	22	2	10	0
Administrative	146	34	90	23	32	13
In-Service	93	14	60	10	24	6
Open	53	20	30	13	8	7
Admin. Support	284	576	149	296	55	104
In-Service	47	247	21	141	9	70
Open	237	329	128	155	46	34
Operational	764	58	384	42	119	7
In-Service	94	6	90	9	55	3
Open	588	46	294	33	64	4

APPENDIX D (continued)

TABLE D-15

REPRESENTATION IN JOB COMPETITIONS BY GROUP, BY GENDER,
SCIENTIFIC & PROFESSIONAL - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
IN-SERVICE	# Male	# Female	# Male	# Female	# Male	# Female
Nursing	0	8	0	6	0	2
* Planning & Res.	37	42	18	20	10	8
* Educ. Instruc.	13	6	9	6	7	3
* Educ. Non-Inst.	10	2	6	1	2	0
Eng. & Archit.	46	1	32	1	11	1
Rehab. & The.	24	12	11	10	4	4
Rec. & Culture	4	0	2	0	1	0
Agriculture	0	1	0	1	0	1
OPEN						
Nursing	0	30	0	15	0	8
* Field & Labor.	569	7	4	1	3	0
Forestry	4	0	3	0	1	0
* Plan. & Res.	23	7	9	1	4	1
* Educ. Instruc.	138	65	56	35	27	12
* Educ. Non-Instr.	15	7	8	2	4	1
Eng. & Archit.	94	6	93	7	80	20
Rec. & Culture	30	121	11	64	5	30
Rehab & Therapy	7	7	2	4	0	1

APPENDIX D (continued)

TABLE D-16

REPRESENTATION IN JOB COMPETITIONS BY GROUP, BY GENDER,
TECHNICAL CATEGORY - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
IN-SERVICE	# Male	# Female	# Male	# Female	# Male	# Female
Drafting & Graphic Arts			No Female Applicants			
Eng. & Field			No Female Applicants			
Resource Ser.			No Female Applicants			
Technical Insp.			No Female Applicants			
OPEN						
* Drafting & Graphic Arts	12	1	4	1	1	0
Eng. & Field	13	0	7	0	2	0
* Resource Ser.	11	0	8	0	4	0
* Technical Insp.	5	1	3	1	2	0

APPENDIX D (continued)

TABLE D-17

REPRESENTATION IN JOB COMPETITIONS BY CLASSIFICATION, BY GENDER, ADMINISTRATIVE SERVICES - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
CLASSIFICATION	# Male	# Female	# Male	#Female	# Male	# Female
Executive Off.						
In-Service I-IV	37	3	21	3	6	2
Open II & IV	10	2	7	1	2	0
Personnel Off.						
In-Service I-IV	5	4	2	3	1	2
Open II	2	1	1	1	1	0
Translator						
In-Service IV & V	3	0	3	0	2	0
Open I-IV	39	61	0	4	0	3
Treasury Off.						
In-Service I & IV	8	4	2	3	0	2

APPENDIX D (continued)

TABLE D-18

REPRESENTATION IN JOB COMPETITIONS BY GROUP, BY GENDER,
ADMINISTRATIVE SUPPORT - APRIL - DECEMBER, 1984

	SCREENED-IN		QUALIFIED		APPOINTED	
IN-SERVICE	# Male	# Female	# Male	# Female	# Male	# Female
Clerical & Regulatory	43	81	18	46	8	21
Secretarial	1	162	0	93	0	48
*Data Processing & Duplicating Equipment Oper.	3	4	3	2	1	1
OPEN						
* Clerical & Regulatory	230	95	126	32	46	10
Secretarial	6	215	2	17	0	22
Court Steno	1	19	0	6	0	2

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM
PART ONE OF THE PUBLIC SERVICE

The implementation of the policy will be carried out under the Equal Employment Opportunity Program. The primary objectives of this program are to:

(a) identify and remove any unnecessary employment or promotional barriers;

(b) recruit and promote qualified women, natives and disabled persons;

(c) encourage career advancement through training and development programs;

(d) audit on an on-going basis acts, regulations, policies and practices to ensure that they do not have an adverse impact on women, natives and disabled persons;

(e) attempt to change behaviour which hinders the employment and promotional opportunities of women, natives and disabled persons.

IMPLEMENTATION

To be successful such a program requires comprehensive long-term planning and the departments/agencies of the public service are to actively plan and implement measures that will produce identifiable results. The following are cited as specific actions to be carried out in support of the policy:

(a) POLICY COMMUNICATION

. The Treasury Board is responsible for establishing the EEO Policy, for its communication and the monitoring of its implementation.

. Deputy Heads are encouraged to establish and publicize their own statements of policy within their departments consistent with the provincial government's EEO policy.

(b) DEPARTMENTAL PLANS AND OBJECTIVES

. Departments are to establish their own action plans with measurable objectives for the implementation of the EEO policy. Included in this will be the establishment of a data base at the departmental level. Treasury Board will provide guidelines and assistance.

APPENDIX E (continued)

- Individual departmental objectives, results and progress achieved will be monitored annually by the Treasury Board. Deputy Heads will be responsible for achieving their department's EEO objectives.

- Deputy Heads are expected to assign the responsibility for their department's plans and objectives in achieving the policy to a specific individual who will have the authority needed to accomplish the task. This departmental liaison officer will be instrumental in developing and directing the implementation of action plans.

(c) STAFFING

Treasury Board will assist the Civil Service Commission in monitoring department staffing policies, practices and procedures in order to improve the employment and career progression of women, natives and disabled persons. The Commission will assist departments in developing staffing plans to aid in achieving the objectives of their EEO plans.

(d) PERSONNEL POLICIES AND PRACTICES

Treasury Board will review current personnel policies and practices in light of the EEO policy requirements. Program areas where this will be undertaken include, but are not limited to, the training and development programs, the classification and compensation systems, etc.

(e) ACCESSIBILITY

The Department of Supply & Services is responsible for insuring that all newly constructed government owned buildings and any newly leased buildings are accessible to people who are physically disabled. Departments are to make known to both the Department of Supply & Services and to Treasury Board any accessibility problems that their buildings may cause.

(f) EQUIPMENT NEEDS

While not all physically disabled persons will require specialized aids and equipment to perform their jobs satisfactorily, such aids may be essential. Equipment needs will be evaluated on an individual basis. Funding sources will include:

APPENDIX E (continued)

(i) Treasury Board (limited funding exists for the central provision of needed equipment);

(ii) The employing department or agency;

(iii) Vocational rehabilitation of disabled persons agreements (Department of Social Services).

MONITORING

(1) Deputy Heads are to ensure that internal monitoring of their EEO Action Plan be carried out on a regular basis.

(2) The Treasury Board will be responsible for reviewing the policy and for reviewing progress towards achievement of the objectives established by this policy.

CONCLUSION

The foregoing is intended to provide a cohesive framework within which progress can be made and measured towards the objectives established by this policy. They do not preclude the possibility of other initiatives or the continuation of existing initiatives towards the objective of equal employment opportunity for women, natives and disabled individuals.

APPENDIX F

POLICY STATEMENT ON AFFIRMATIVE ACTION

The New Brunswick Government, as an employer, actively supports the principle of equal employment opportunity for all persons.

It is the policy of the New Brunswick Government to implement Affirmative Action as a means of accelerating the rate of change in the occupational status of women in Part One of the Public Service.

The objectives of the government are:

To eliminate barriers to women's advancement in Part One of the Public Service;

To achieve a more equitable representation of women in Part One of the Public Service in all occupational categories, and at all levels;

To establish annual goals on a Departmental basis to achieve this policy. Increasing the representation of women in positions and classifications where they are underrepresented or absent is to be a component of each plan.

Policy Guidelines

The Affirmative Action Policy will be implemented in the following way:

1. The Women's Directorate shall be responsible for Affirmative Action policy, including:

a) development of policy recommendations, including implementation guidelines and a model action plan with respect to Affirmative Action in Part One of the Public Service;

b) monitoring of the implementation of Affirmative Action policy and programs, including reviewing human resource policies and practices, reviewing and recommending approval or rejection of Departmental Action Plans, and analysis of Government wide and Departmental employment data;

c) preparation of an annual report on the Status of Women in Part One of the Public Service to be tabled in the Legislature by the Minister Responsible for the Status of Women.

d) provision of resource assistance and expertise in the general area of Affirmative Action.

APPENDIX F (continued)

2. The Boa-d of Management shall be responsible for overall implementation of Affirmative Action policy, including:

a) compilation and approval of annual Departmental Action Plans which set forth measurable goals consistent with the Government's Affirmative Action policy and implementation guidelines;

b) review of, in conjunction with the Women's Directorate, human resource policies, practices, contracts and systems to ensure consistency with Affirmative Action policy;

c) maintenance and development of human resource information and employment data which meets the monitoring and reporting requirements of the Women's Directorate with respect to Affirmative Action policies and programs;

3. Departments, Commissions and Agencies in Part One of the Public Service shall be responsible and accountable for specific implementation of Affirmative Action policy in their respective areas, including:

a) preparation of specific Departmental Action Plans which set forth measurable goals for that Department, in a format consistent with implementation guidelines, for submission to the Women's Directorate and Board of Management;

b) preparation of annual Departmental reports, consistent with implementation guidelines, on specific results associated with Affirmative Action objectives and Departmental Action Plans, for submission to the Women's Directorate and Board of Management;

c) review of Departmental human resource policies and practices to ensure compatibility with Affirmative Action policy;